United Nations A/62/544

General Assembly

Distr.: General
13 November 2007

Original: English

**Sixty-second session**
Agenda item 164
**Financing of the United Nations Mission in the Central African Republic and Chad**

# Budget for the United Nations Mission in the Central African Republic and Chad for the period from 1 July 2007 to 30 June 2008 and expenditure report for the period from 1 March to 30 June 2007

## Report of the Secretary-General

## Contents


| | | *Paragraphs* | *Page* |
|---|---|---|---|
| I. | Mandate and planned results | 1–6 | 6 |
| II. | Resource planning assumptions, structure and proposed component-based staffing establishment | 7–101 | 8 |
| | A. Resource planning assumptions | 7–20 | 8 |
| | B. Structure and proposed component-based staffing establishment | 21–101 | 11 |
| | Executive direction and management | 26–44 | 12 |
| | Component 1: Security and protection of civilians | 45–54 | 19 |
| | Component 2: Human rights and rule of law | 55–63 | 23 |
| | Component 3: Support | 64–101 | 27 |
| III. | Resource requirements | 102–106 | 39 |
| | A. Overall | | 39 |
| | B. Training | 102–103 | 40 |
| | C. Quick impact projects | 104 | 40 |
| | D. Mine detection and mine clearance activities | 105–106 | 40 |
| IV. | Analysis of resource requirements | 107–122 | 41 |


07-59710 (E) 261107

V. Expenditure report for the period from 1 March to 30 June 2007 ..... 123–138 44

A. Expenditures for the period from 1 March to 30 June 2007 ..... 45

B. Analysis of expenditures ..... 128–138 46

VI. Actions to be taken by the General Assembly ..... 139 48

Annex

Organization charts ..... 49

Map ..... 53

*Summary*

The present report contains the budget for the United Nations Mission in the Central African Republic and Chad (MINURCAT) for the period from 1 July 2007 to 30 June 2008, which amounts to $197,444,000, as well as the expenditure report for the United Nations Mission in Chad and the Central African Republic (MINUTAC) for the period from 1 March to 30 June 2007 in the amount of $1,114,100.

In a presidential statement of 16 January 2007 (S/PRST/2007/2), the Security Council requested the Secretary-General to deploy as soon as possible an advance mission to Chad and the Central African Republic, in consultation with their Governments, to accelerate preparations for an early decision on the possible deployment of a multidimensional United Nations presence, subsequently authorized by the Security Council in its resolution 1778 (2007), by which the Council also established MINURCAT.

In a letter dated 7 March 2007 addressed to the Secretary-General, the Advisory Committee on Administrative and Budgetary Questions provided commitment authority in the amount not exceeding $46,942,300 to meet the most urgent requirements of MINUTAC.

Accordingly, the present report incorporates commitment authority in the amount of $46,942,300 approved for MINUTAC by the Advisory Committee on 7 March 2007.

The budget provides for the deployment of 50 military liaison officers, 300 United Nations police officers, 545 international staff, inclusive of 15 international staff positions funded from general temporary assistance and one post (Chief Security Adviser, funded through cost-sharing arrangements with the United Nations country team), 589 national staff, inclusive of one national staff position funded from general temporary assistance, 144 United Nations Volunteers and 25 Government-provided personnel.

The proposed staffing establishment of the Mission has been presented at the component level, comprising executive direction and management, security and protection of civilians, human rights and the rule of law, as well as support, including security personnel.

In view of the recent establishment of MINURCAT and its continuing deployment, the Mission's results-based budgeting frameworks, including expected accomplishments, indicators of achievement and associated outputs, will be submitted to the General Assembly in the context of its proposed budget for the 2008/09 period.

## Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

| *Category* | *Estimate (2007/08)* |
|---|---|
| Military and police personnel | 7 203.7 |
| Civilian personnel | 26 364.1 |
| Operational costs | 163 876.2 |
| **Gross requirements** | **197 444.0** |
| Staff assessment income | 2 563.8 |
| **Net requirements** | **194 880.2** |
| Voluntary contributions in kind (budgeted) | — |
| **Total requirements** | **197 444.0** |

## Human resources

| | *Full deployment*[a] | *Planned* | | |
|---|---|---|---|---|
| | *Authorized/Proposed* | *31 December 2007* | *31 March 2008* | *30 June 2008* |
| Military observers[b] | 50 | 20 | 46 | 50 |
| United Nations police | 300 | 86 | 238 | 300 |
| International staff[c] | 530 | 83 | 224 | 438 |
| National staff[d] | 588 | 82 | 229 | 458 |
| United Nations Volunteers | 144 | 20 | 86 | 144 |
| Temporary positions[e] | | | | |
| International staff | 15 | 13 | 15 | 15 |
| National staff[f] | 1 | — | 1 | 1 |
| Government-provided personnel | 25 | — | 5 | 25 |

[a] Represents the highest level of authorized/proposed strength.

[b] Military liaison officers.

[c] Includes one post (Chief Security Adviser, P-5) funded through the United Nations country team cost-sharing arrangements.

[d] Includes National Officers and national General Service staff.

[e] Funded under general temporary assistance.

[f] Includes one National Officer.

As shown in the table below and detailed in section V of the present report, at the closure of the 2006/07 accounts, total expenditures for MINUTAC for the period from 1 March to 30 June 2007 amounted to $1,114,100.

**Performance of financial resources**

(Thousands of United States dollars)

| *Category* | *Commitment authority 7 March 2007* | *Expenditure at 30 June 2007* | *Variance* | |
|---|---|---|---|---|
| | | | *Amount* | *Percentage* |
| Military and police personnel | 1 220.1 | 225.1 | 995.0 | 81.6 |
| Civilian personnel | 6 184.8 | 6.7 | 6 178.1 | 99.9 |
| Operational costs | 39 537.4 | 882.3 | 38 655.1 | 97.8 |
| **Gross requirements** | **46 942.3** | **1 114.1** | **45 828.2** | **97.6** |
| Staff assessment income | 582.0 | 10.1 | 571.9 | 98.3 |
| **Net requirements** | **46 360.3** | **1 104.0** | **45 256.3** | **97.6** |
| Voluntary contributions in kind (budgeted) | — | — | — | — |
| **Total requirements** | **46 942.3** | **1 114.1** | **45 828.2** | **97.6** |

The actions to be taken by the General Assembly are set out in section VI of the present report.

# I. Mandate and planned results

1. By its resolution 1778 (2007), the Security Council established the United Nations Mission in the Central African Republic and Chad (MINURCAT), and decided that MINURCAT would consist of an appropriate civilian component, including up to 300 police personnel, and an initial component of up to 50 military liaison officers.

2. The Mission is mandated to help the Security Council achieve an overall objective, namely to help create the security conditions conducive to a voluntary, secure and sustainable return of refugees and displaced persons.

3. The main steps in the process leading to the establishment of the Mission and financial arrangements are summarized in the table below:

| *Date* | *Mandate day (M)/timing* | *Description* |
|---|---|---|
| 16 January 2007 | M-252 days | The Security Council, in a Presidential statement (S/PRST/2007/2), requested the Secretary-General to deploy as soon as possible an advance mission to Chad and the Central African Republic, in consultation with their Governments, to accelerate preparations for an early decision on the possible deployment of a multidimensional United Nations presence |
| 23 February 2007 | M-214 days | The Secretary-General, in his report on Chad and the Central African Republic (S/2007/97), informed the Security Council that he had initiated the necessary steps to deploy an advance mission, the United Nations Mission in Chad and the Central African Republic (MINUTAC), that would prepare for the possible multidimensional presence |
| 7 March 2007 | M-202 days | The Advisory Committee on Administrative and Budgetary Questions, in a letter to the Secretary-General, provided commitment authority in the amount not exceeding $46,942,300 gross ($46,360,300 net) to meet the most urgent requirements of MINUTAC for the period from 1 March to 30 June 2007 |

| *Date* | *Mandate day (M)/timing* | *Description* |
|---|---|---|
| 10 August 2007 | M-46 days | The Secretary-General, in his report on Chad and the Central African Republic (S/2007/488), set out a revised concept for a United Nations mission in eastern Chad and north-eastern Central African Republic |
| 27 August 2007 | M-29 days | The Security Council, in a presidential statement (S/PRST/2007/30), encouraged the Secretary-General and the European Union, as appropriate and in consultation with the Governments of Chad and the Central African Republic, to proceed with preparations for the deployment of a United Nations multidimensional presence |
| 25 September 2007 | M day | By its resolution 1778 (2007), the Security Council established MINURCAT |

4. The Mission's mandate, as approved by the Security Council in paragraph 2 of its resolution 1778 (2007), contains a broad range of tasks related to:

(a) The selection, training, provision of advice and facilitation of support to elements of the Police tchadienne pour la protection humanitaire (PTPH); liaison with the national army, the gendarmerie and police forces, the nomad national guard, the judicial authorities and prison officials in Chad and the Central African Republic to contribute to the creation of a more secure environment; liaison with the Government of Chad and the Office of the United Nations High Commissioner for Refugees (UNHCR) in support of their efforts to relocate refugee camps that are in close proximity to the border, and to provide to UNHCR, on an availability and cost-reimbursable basis, logistical assistance for that purpose; close liaison with the Government of the Sudan, the African Union, the African Union Mission in the Sudan (AMIS), the African Union-United Nations Hybrid Operation in Darfur (UNAMID), the United Nations Peacebuilding Support Office in the Central African Republic (BONUCA), the Multinational Force of the Central African Economic and Monetary Community (FOMUC) and the Community of Sahelo-Saharan States (CEN-SAD);

(b) Contribution to the monitoring and to the promotion and protection of human rights, with particular attention to sexual and gender-based violence, with a view to fighting impunity; support, within its capabilities, for efforts aimed at strengthening the capacity of the Governments of Chad and the Central African Republic and civil society through training in international human rights standards, and efforts to put an end to recruitment and use of children by armed groups; and assistance to the Governments of Chad and the Central African Republic in the promotion of the rule of law, including through support for an independent judiciary

and a strengthened legal system, in close coordination with United Nations agencies.

5. Acting under Chapter VII of the Charter of the United Nations, the Security Council, in paragraph 6 of its resolution 1778 (2007), authorized the European Union to contribute to protecting civilians in danger, particularly refugees and displaced persons; to facilitate the delivery of humanitarian aid and the free movement of humanitarian personnel by helping to improve security in the area of operations; and to contribute to protecting United Nations personnel, facilities, installations and equipment and to ensuring the security and freedom of movement of its staff and United Nations and associated personnel.

6. In view of the recent establishment of MINURCAT and its continuing deployment, the Mission's results-based budgeting frameworks, including expected accomplishments, indicators of achievement and associated outputs, will be submitted to the General Assembly in the context of its proposed budget for the 2008/09 period. Consequently, the present budget provides an outline of the Mission's frameworks at the component level derived from the Mission's mandate, to be fully developed in its frameworks for the 2008/09 period, comprising executive direction and management, security and protection of civilians, human rights and the rule of law, as well as support, as set out in section II B of the present report.

# II. Resource planning assumptions, structure and proposed component-based staffing establishment

## A. Resource planning assumptions

7. In accordance with its mandate, MINURCAT will enhance the capabilities of the Chadian police by assisting the national authorities in the establishment of PTPH, in order to maintain law and order in refugee camps, sites with concentrations of internally displaced persons and key towns in neighbouring areas and to assist in securing humanitarian activities in eastern Chad. There will be six operational commands, called "stations" located in key towns of eastern Chad: Abéché, Bahia, Farchana, Goz Beïda, Guéréda and Iriba. Chadian police officers assigned to these stations will have a responsibility for policing key towns, patrolling humanitarian access routes between key towns and refugee camps, and providing security for international and national humanitarian personnel and facilities. Twelve police posts corresponding to the 12 UNHCR-run refugee camps in eastern Chad will report to the stations. In the Central African Republic, MINURCAT will assist local authorities in strengthening the law and order capacity in the affected areas of the north-eastern region of the country, through monitoring police, particularly in Birao, and assistance in needs assessment and donor mobilization as it relates to the MINURCAT mandate.

8. MINURCAT will also provide support to help national authorities strengthen the formal justice and prison systems and assist them in ensuring that human rights considerations are reflected in the screening and selection of the Chadian police officers for PTPH and integrated into training and sensitization programmes for the national police and gendarmerie. The Mission will assist the Central African

Republic authorities in addressing the same considerations on strengthening law and order capacities.

9. The resource planning assumptions reflect the substantial challenges that MINURCAT will be facing in its deployment and in supporting its substantive personnel, military liaison officers and the United Nations police in the implementation of the Mission's mandate. The Mission will be deployed to multiple remote locations in a very large and arid area in landlocked Chad and the Central African Republic with poor physical infrastructure and will have to establish long and secure supply routes from various points of entry in the neighbouring countries (Cameroon and the Libyan Arab Jamahiriya). The security situation and lack of infrastructure in Chad will require that the construction of the United Nations bases is compliant with minimum operating security standards. The bases, co-located with the European Union operation, would serve as office and accommodation premises for all United Nations personnel, and will have to rely on supply and resupply by air operations.

10. The resource planning assumptions are also predicated on the full deployment of the European Union operation pursuant to paragraph 6 of Security Council resolution 1778 (2007), with its logistical support capacity, and the provision of support from voluntary contributions to PTPH, to be established by the Government of Chad pursuant to paragraph 5 of resolution 1778 (2007).

11. The Mission headquarters and the rear logistics base will be established in N'Djamena, the capital of Chad. The forward headquarters of the Mission, to be established in Abéché, will also house the forward logistics base and a police station. The Mission's police stations and field offices will be located at Farchana, Goz Beïda and Iriba, with police stations being the sole United Nations facilities in Guéréda and Bahia. In addition, the Mission will also establish police posts at each of the 12 refugee camps managed by UNHCR, which will need to be supplied and resupplied with essential goods and provided with essential services. The Mission will set up and support a liaison office in Bangui and a field office in Birao, Central African Republic. Movement control and procurement activities will require the establishment of satellite offices in Douala, Cameroon, and Benghazi, Libyan Arab Jamahiriya, from where secured regular convoys will be conducted to supply and resupply MINURCAT.

12. In order to meet the challenging deployment timeline and to maximize the use of budgeted provisions, MINURCAT will benefit from the support to be provided on a reimbursable basis through a memorandum of understanding between the United Nations and the European Union to utilize the enabling capacities, including water drilling, that the European Union military operation will bring to the theatre, especially at the locations where the Mission will be co-located with the European Union operation, as well as in respect of the supply of major commodities. The United Nations will also seek support under letter-of-assist arrangements from Member States contributing to the European Union operation for those capabilities for which the operation will not bring sufficient capacity; for the establishment of sites where co-location is not required, such as at the police posts; and for the early support in advance of the European Union operation's full deployment.

13. Provision of water is a major challenge facing the Mission as the requirement for well-drilling, water purification, storage, distribution and conservation will be a major determinant in the success of the Mission's deployment. It is envisaged that

this requirement will be met partially by the European Union military operation where its capacity permits it, and through letter-of-assist or contractual arrangements where the European Union military operation capacities are insufficient. Water storage facilities providing for 14 days of water reserve will be established at all locations to ensure an uninterrupted supply of water.

14. Poor inland road infrastructure will necessitate high dependence on aviation assets. Fixed-wing and rotary aircraft will be positioned at various locations throughout the Mission area to provide for the movement of personnel, casualties and medical evacuation, supply and resupply. In this connection, the Mission will establish an Aviation Safety Unit to conduct risk assessments, inspect the contracted aircraft and equipment, review crew expertise and ensure that the established safety measures are complied with. For immediate short-term requirements, the air assets of neighbouring missions will be utilized on a cost-reimbursable basis.

15. The ports of Douala in Cameroon and Benghazi in the Libyan Arab Jamahiriya will serve as the main points of entry for surface freight. Port congestion and difficult overland conditions, particularly during the rainy season, make the challenges of supply and resupply of the Mission considerable.

16. Secure and reliable transmission of voice and data will be established to ensure the operational effectiveness and security of the Mission's personnel. A complex network across the area of operations utilizing satellite, very high frequency and high frequency technologies will provide voice and data connectivity to all sites, linking them with other peacekeeping missions and the United Nations country team. Secure communications will be established with MINURCAT field offices, United Nations Headquarters and the European Union operation headquarters.

17. Establishment of commercial contracts will be a priority in order to ensure that the interim support mechanisms to be provided by the European Union and through letters of assist with Member States are succeeded by United Nations competitive bidding arrangements. The United Nations Logistics Base at Brindisi, Italy, will contribute considerably to the start-up requirements for equipment through the strategic deployment stocks, communications support and the training of Mission personnel.

18. The Mission will be facing challenges in the identification and recruitment of qualified national staff possessing the required skill sets, in particular in Abéché and in the remote field areas, in view of the competition from commercial companies present in Chad, as they seem to offer more attractive remuneration and benefit packages than those offered by the international organizations. It is expected in this connection that national staff will have to commute to these areas from the south of the country or the capital, N'Djamena. Although efforts will be made to maximize the use of national staff, the Mission will have to rely heavily during the initial stage of its deployment on international staff and United Nations Volunteers. The United Nations Volunteers programme will be able to deploy United Nations Volunteers rapidly in various substantive and support functions and, as envisioned, will also assist in training and mentoring national staff who require additional skills in various technical areas in order to contribute to national capacity-building. The Mission will also explore the possibilities of outsourcing support services to the extent possible.

19. In order to meet the civilian staff deployment targets, a dedicated recruitment and staffing team ("Tiger Team") was established to fill posts in an expeditious manner. The Team has been recruiting staff while also building a roster of qualified staff for MINURCAT. The Team has devised a recruitment strategy that includes prioritization of critical posts, outreach to special groups of candidates, including candidates from the region and French and Arabic-speaking candidates, as well as female candidates. With regard to national recruitment, a special unit of the Team has been established and has been proactively identifying areas to meet the recruitment targets and attract suitable candidates.

20. Most of the United Nations agencies, funds and programmes constituting the United Nations country team have been operating in Chad and the Central African Republic for extended periods of time. The Mission will pursue a coordinated approach in the implementation of its mandate through complementarities of activities, cooperation with the United Nations country team, as well as all relevant partners. Humanitarian liaison officers will help to facilitate coordination with the United Nations country team at Mission headquarters, forward headquarters and field offices. In addition, the United Nations Resident/Humanitarian Coordinator for Chad will be a member of the Mission's senior management team, while retaining his or her reporting lines to the Emergency Relief Coordinator and the United Nations Development Programme Administrator. Coordination with the United Nations country team in the Central African Republic will be maintained through the MINURCAT Liaison Office in Bangui and BONUCA.

## B. Structure and proposed component-based staffing establishment

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| Executive direction and management | 2 | 2 | 21 | 26 | 14 | **65** | 22 | 3 | **90** |
| Component 1: Security and protection of civilians | — | 2 | 5 | — | 3 | **10** | 131 | — | **141** |
| Component 2: Human rights and rule of law | — | — | 11 | 27 | 1 | **39** | 16 | 9 | **64** |
| Component 3: Support[b] | — | 1 | 28 | 82 | 320 | **431** | 420 | 132 | **983** |
| **Total** | **2** | **5** | **65** | **135** | **338** | **545** | **589** | **144** | **1 278** |

[a] Includes 13 National Officers.

[b] Includes 4 positions (1 P-5, 1 P-4, 1 P-2 and 1 National Officer) in the Conduct and Discipline Team and 12 positions (1 P-5, 2 P-4, 2 P-3 and 7 Field Service) in the Tiger Team funded under general temporary assistance, and 1 post (1 P-5, Chief Security Adviser) funded through the United Nations country team cost-sharing arrangements.

21. The proposed staffing and structure of MINURCAT are based on the mandate of the Mission and designed to support the authorized strength of the United Nations military liaison officers, the United Nations police, the proposed international and national substantive personnel, as well as the 850 members of PTPH, the requirement for collaboration and coordination with national Chadian and Central African Republic interlocutors, the European Union operation and other stakeholders.

22. MINURCAT would be headed by a Special Representative of the Secretary-General, at the Under-Secretary-General level, assisted by a Deputy Special Representative of the Secretary-General, at the Assistant Secretary-General level, a Chief of Staff at the D-1 level, a Police Commissioner and a Chief Military Liaison Officer at the D-2 and P-5 levels, respectively.

23. The Special Representative of the Secretary-General, the Police Commissioner, the Chief Military Liaison Officer and the Chief of Staff would be based at Mission headquarters in N'Djamena, while the Deputy Special Representative of the Secretary-General would establish his or her office at the forward headquarters in Abéché where the majority of the Mission's substantive and support staff would be located.

24. The Mission would establish field offices in Iriba, Farchana, Goz Beïda and Birao and a liaison office in Bangui, Central African Republic, which would enjoy a high degree of devolved day-to-day management responsibilities within the delegation of authority to be granted to them. The heads of field offices in Chad (P-4) would report to the Chief Political Affairs Officer and would comprise a small number of staff consisting principally of Civil Affairs, Human Rights and Humanitarian Liaison Officers, Judicial and Prison Advisers and United Nations police officers. The Bangui liaison office would consist of a small number of United Nations police officers, a Liaison Officer and Radio Producers. The field office in Birao would include a Human Rights Officer and a Humanitarian Liaison Officer and a small United Nations police presence. The Mission would also establish two satellite offices, comprising movement control personnel, in Douala, Cameroon, and Benghazi, Libyan Arab Jamahiriya, where shipments of goods purchased by the Mission will arrive.

25. The organizational structure of the Mission is shown in the annex to the present report, with its proposed staffing establishment detailed in paragraphs 26 to 101 below.

**Executive direction and management**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| Office of the Special Representative of the Secretary-General | 1 | 1 | 3 | 4 | 2 | **11** | 4 | — | **15** |
| Office of the Deputy Special Representative of the Secretary-General | 1 | — | 1 | 1 | 2 | **5** | 2 | — | **7** |
| Office of Legal Affairs | — | — | 1 | 1 | 1 | **3** | 1 | — | **4** |
| Joint Mission Analysis Centre | — | — | 3 | 2 | 2 | **7** | 2 | — | **9** |
| Joint Operations Centre | — | — | 2 | 2 | — | **4** | 1 | — | **5** |
| Resident Internal Oversight Office | — | — | 1 | 1 | 1 | **3** | — | — | **3** |
| Political and Civil Affairs Office | — | 1 | 5 | 8 | 1 | **15** | 3 | 3 | **21** |
| Humanitarian Liaison Unit | — | — | 2 | 5 | — | **7** | — | — | **7** |
| Public Information Section | — | — | 3 | 2 | 5 | **10** | 9 | — | **19** |
| **Total** | **2** | **2** | **21** | **26** | **14** | **65** | **22** | **3** | **90** |

[a] Includes two National Officers.

26. Overall mission direction and management would be provided by the immediate Office of the Special Representative of the Secretary-General.

**Office of the Special Representative of the Secretary-General**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | 1 | 1 | 3 | 4 | 2 | **11** | 4 | — | **15** |
| Forward headquarters (Abéché) | — | — | — | — | — | — | — | — | — |
| Field offices | — | — | — | — | — | — | — | — | — |
| **Total** | **1** | **1** | **3** | **4** | **2** | **11** | **4** | — | **15** |

[a] Includes one National Officer.

27. The Special Representative of the Secretary-General would assist the Secretary-General in the implementation of the mandate of MINURCAT and be responsible for the overall management of the Mission and the cohesive and coordinated conduct of all activities of the organizations of the United Nations system. Reporting directly to the Special Representative of the Secretary-General would be the Deputy Special Representative of the Secretary-General, the Chief of Staff, the Chief Administrative Officer, the Chief Military Liaison Officer, the Senior Legal Adviser, the Chief Security Adviser, the Humanitarian Liaison Officer and the Senior Conduct and Discipline Adviser. The heads of the field offices would report to the Office of the Deputy Special Representative of the Secretary-General through the Chief of the Political and Civil Affairs Office acting as the Field Coordinator. The functional areas of civil affairs, humanitarian assistance, human rights, judicial system and prison advisory and public information would report to the Deputy Special Representative of the Secretary-General and would be based at the forward headquarters in Abéché.

28. The immediate Office of the Special Representative of the Secretary-General would include a Special Assistant (P-5), who would provide direct support to the Special Representative in the discharge of his or her functions, assist in drafting policy papers, briefing and meeting notes and correspondence; a Political Affairs Officer (P-3), who would liaise with the Political and Civil Affairs Section in Abéché and ensure the flow of information between the Office of the Special Representative and the forward headquarters in Abéché; an Associate Political Affairs Officer (P-2), who would monitor political developments and contribute to an integrated approach to the implementation of the Mission's activities through coordination with all units and sections based in N'Djamena; a Protocol Officer (National Officer), who would be responsible for liaison with the authorities of Chad; a Staff Assistant (Field Service); an Administrative Assistant (Field Service); and a Driver (national General Service staff).

29. The Chief of Staff (D-1) would serve as a principal aide to the Special Representative of the Secretary-General in managing the Mission and the Office of the Special Representative, act as a principal adviser to the Special Representative on strategic planning and integration issues, and represent the Special Representative in this capacity in various coordination bodies established with

Government authorities, the European Union operation and within the Mission. The Chief of Staff would provide policy and strategic advice to the Special Representative, assist with overall coordination of MINURCAT activities and the formulation and implementation of comprehensive strategies emanating from the Mission's mandate, coordinate and manage the information flow between the Mission and United Nations Headquarters, including compliance with the established reporting requirements, and within the Mission's senior management team, liaise with the various Mission components and United Nations system entities to support and coordinate the activities of the Special Representative, assist the Special Representative in contacts with the key Government ministries in Chad and the Central African Republic and act as the focal point for the Mission's contacts with the national authorities, the diplomatic community and United Nations Headquarters. The Chief of Staff would be directly supported by a Special Assistant (P-3), an Administrative Assistant (national General Service staff) and a Driver (national General Service staff). The Chief of Staff would be directly responsible for the following units of the Mission: Joint Mission Analysis Centre, Joint Operations Centre, Gender Unit and HIV/AIDS Unit. The Best Practice Officer (P-4) and two Planning Officers (P-4 and P-3) would assist the Chief of Staff in the identification of lessons learned in the course of the implementation of the Mission's strategic plan, in reporting and disseminating best practices, as well as in the preparation of the Mission's strategic plan and monitoring of its implementation.

**Office of the Deputy Special Representative of the Secretary-General**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | — | — | — | — | — | — | — |
| Forward headquarters (Abéché) | 1 | — | 1 | 1 | 2 | **5** | 2 | — | **7** |
| Field offices | — | — | — | — | — | — | — | — | — |
| **Total** | **1** | — | **1** | **1** | **2** | **5** | **2** | — | **7** |

30. The Deputy Special Representative of the Secretary-General, at the Assistant Secretary-General level, would provide political and operational advice to the Special Representative on matters relating to the implementation of the Mission's mandate, particularly on issues related to the protection of civilians, human rights, judicial and penal systems; oversee the complex operations of the field offices in close liaison with the MINURCAT Police Commissioner and the European Union; provide guidance for critical humanitarian, human rights, judicial, penal and security issues, and act as Chief of Mission in the absence of the Special Representative. The Deputy Special Representative of the Secretary-General would be supported by a Special Assistant (P-4) who would provide day-to-day support on substantive activities and assist in drafting policy papers, briefing and meeting notes and correspondence; a Political Affairs Officer (P-3) who would ensure the proper flow of information and coordination among all substantive sections under the Deputy Special Representative's purview; a Staff Assistant (Field Service), two Administrative Assistants (Field Service and national General Service staff); and a Driver (national General Service staff).

**Office of Legal Affairs**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | 1 | 1 | 1 | 3 | 1 | — | 4 |
| Forward headquarters (Abéché) | — | — | — | — | — | — | — | — | — |
| Field offices | — | — | — | — | — | — | — | — | — |
| **Total** | — | — | 1 | 1 | 1 | 3 | 1 | — | 4 |

[a] Includes one National Officer.

31. The Office of Legal Affairs would be headed by a Senior Legal Officer (P-5) who would advise the Special Representative of the Secretary-General and the senior management of MINURCAT on all legal matters related to the implementation of the Mission's mandate, including international law, interpretation of mandates, draft legal opinions and other legal instruments, represent the Mission before Government bodies and serve on the MINURCAT boards and committees. The Office would also provide legal review and advice on administrative, personnel and contractual matters related to the Mission's operations, interpretation of the United Nations rules and regulations and relevant international and country agreements, as well as liaise on the related legal matters with the Government authorities and United Nations Headquarters. The Senior Legal Officer would be supported by two Legal Officers (P-3 and National Officer) and an Administrative Assistant (Field Service).

**Joint Mission Analysis Centre**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | 3 | 2 | 2 | 7 | 2 | — | 9 |
| Forward headquarters (Abéché) | — | — | — | — | — | — | — | — | — |
| Field offices | — | — | — | — | — | — | — | — | — |
| **Total** | — | — | 3 | 2 | 2 | 7 | 2 | — | 9 |

32. The Joint Mission Analysis Centre, unlike the Security Section, which would deal with threats of a tangible and immediate nature, would be composed of civilian, United Nations police, military and security personnel and provide analytical capacity to conduct threat and risk analysis and security assessment in the Mission area, with particular emphasis on high-level risk assessments. As a multidisciplinary unit, the Centre would be responsible for the collection, coordination, analysis and dissemination of information from civilian and military sources, and for strategic analysis of medium- and long-term issues affecting the Mission. Based on this analysis, the Centre would also produce reports and policy documents as well as recommendations for the Mission's senior management to improve the ability of the Mission to adapt to and manage current and emerging problems, threats or obstacles in the implementation of its mandate.

33. The Joint Mission Analysis Centre would be headed by a Senior Information Analyst (P-5), who would report to the Special Representative of the Secretary-General through the Chief of Staff and oversee the preparation and approve analysis and reports on relevant political developments in the Mission area and the region. The Senior Information Analyst would be supported by four Information Analysts (2 P-4 and 2 P-3) who would develop integrated strategic and ad hoc analyses and contribute to information gathering and reporting, as well as by four Administrative Assistants (2 Field Service and 2 national General Service staff).

**Joint Operations Centre**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | — | — | — | — | — | — | — |
| Forward headquarters (Abéché) | — | — | 2 | 2 | — | 4 | 1 | — | 5 |
| Field offices | — | — | — | — | — | — | — | — | — |
| **Total** | **—** | **—** | **2** | **2** | **—** | **4** | **1** | **—** | **5** |

34. The Joint Operations Centre, consisting of civilian, United Nations police and military and security personnel, would be the Mission-level operational information hub and crisis management centre. It would provide uninterrupted communications between the Mission headquarters in N'Djamena, the forward headquarters in Abéché, the field offices, the United Nations agencies, programmes and funds and United Nations Headquarters. The Centre would also provide the necessary reporting and liaison interface with the European Union military operation headquarters and with UNAMID. The Centre would provide Mission-wide situational awareness through 24 hours a day, seven days a week monitoring of field activities and provide integrated updates on ongoing activities and operations, collates, review and disseminate information of immediate operational interest, provide consolidated daily operational reports to the senior mission management and United Nations Headquarters, liaise and share relevant operational updates and security warnings with the United Nations country team and non-United Nations entities as appropriate, including the European Union military operation. In the event of a crisis, the Centre would support the Mission Crisis Management Team and dedicated liaison elements and operate as the centralized crisis management centre.

35. The Joint Operations Centre would be headed by a Senior Operations Officer (P-5), who would manage the Centre, assign tasks to Centre staff, oversee the preparation of and approve analysis and prepare situation reports for the Mission's management and United Nations Headquarters. The head of the Centre would be supported by three Operations Officers (1 P-4 and 2 P-3) and an Administrative Assistant (national General Service staff).

**Resident Internal Oversight Office**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | — | — | — | — | — | — | — |
| Forward headquarters (Abéché) | — | — | 1 | 1 | 1 | 3 | — | — | 3 |
| Field offices | — | — | — | — | — | — | — | — | — |
| **Total** | **—** | **—** | **1** | **1** | **1** | **3** | **—** | **—** | **3** |

36. The Resident Internal Oversight Office would be headed by a Chief Resident Auditor (P-4) supported by a Resident Auditor (P-3) and an Auditing Assistant (Field Service). The proposed staffing of the office and grade levels are commensurate with the scope of the Mission's operational activities and the range of administrative, logistical and technical support to be provided by the Administration to the Mission's substantive staff, military and police personnel. Owing to the finalization of the proposed budget for the peacekeeping support account prior to the establishment of MINURCAT, staffing requirements for this office are included in the present budget on an interim basis and will be reflected in the proposed peacekeeping operations support account budget for the 2008/09 period.

**Political and Civil Affairs Office**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | 1 | — | — | 1 | 1 | — | 2 |
| Forward headquarters (Abéché) | — | 1 | 1 | 2 | 1 | 6 | 2 | — | 7 |
| Field offices | — | — | 3 | 6 | — | 9 | — | 3 | 12 |
| **Total** | **—** | **1** | **5** | **8** | **1** | **15** | **3** | **3** | **21** |

37. The Political and Civil Affairs Office would be headed by a Chief Political Affairs Officer (D-1) reporting to the Deputy Special Representative of the Secretary-General, and would be based at the Mission's forward headquarters in Abéché. The Chief Political Affairs Officer would provide to the Mission's senior managers substantive advice on all political and civil affairs issues, supervise and provide direction and guidance to the heads of the field offices, ensuring that all activities at the field level are conducted in an integrated manner and that objectives and workplans are established in accordance with the Mission's mandate and strategic guidance provided by the senior management of the Mission. The immediate office of the Chief Political Affairs Officer would comprise a Special Assistant (P-3) responsible for the liaison with all components of the Mission and follow up on all matters within the purview of the Chief Political Affairs Officer, two Political Affairs Officers (P-4 and P-3) responsible for liaison with national authorities, two Administrative Assistants (Field Service and national General Service staff) and a Driver (national General Service staff).

38. The Political and Civil Affairs Office would deploy a Senior Political Affairs Officer (P-5) to the Mission headquarters in N'Djamena. The Senior Political Affairs Officer would liaise between the Mission headquarters and the forward headquarters in Abéché on all matters related to political affairs to ensure a coordinated approach to the implementation of the Mission's mandate and would be supported by an Administrative Assistant (national General Service staff).

39. The field offices in Chad would be established in Iriba, Farchana and Goz Beïda and would be headed by Political and Civil Affairs Officers (P-4) responsible for the coordination and day-to-day supervision of the work of the offices, ensuring the planning, coordination and integration of all activities with the United Nations police and the United Nations country team present in the field, as well as for the coordination with the European Union operation. Each field office would include three Civil Affairs Officers (2 P-3 and 1 United Nations Volunteer).

**Humanitarian Liaison Unit**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | 1 | — | — | **1** | — | — | **1** |
| Forward headquarters (Abéché) | — | — | 1 | 1 | — | **2** | — | — | **2** |
| Field offices | — | — | — | 4 | — | **4** | — | — | **4** |
| **Total** | — | — | **2** | **5** | — | **7** | — | — | **7** |

40. The Humanitarian Liaison Unit would serve as a channel for civil-military coordination activities between the Mission and the humanitarian community in eastern Chad. The Unit would convey to the military, United Nations police and security personnel engaged in the planning for or conduct of military, police and/or security operations, the humanitarian agenda and issues of concern in order to ensure continued humanitarian access to beneficiaries, and to ensure the flow of information to and from the humanitarian community. The Unit would deploy a Humanitarian Liaison Officer (P-4) to the Mission headquarters in N'Djamena, a Humanitarian Liaison Officer (P-4) supported by an Associate Humanitarian Liaison Officer (P-2) to the forward headquarters in Abéché, and three Humanitarian Affairs Officers (P-3) to Iriba, Farchana and Goz Beïda (1 officer to each location). A Humanitarian Liaison Officer (P-3) in Birao would contribute to achieving the overall objectives of the Unit and would also be responsible for ensuring the flow of information between the Resident/Humanitarian Coordinator and the United Nations country team.

**Public Information Section**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | 1 | — | — | **1** | 1 | — | **2** |
| Forward headquarters (Abéché) | — | — | 2 | 2 | 4 | **8** | 7 | — | **15** |
| Field offices | — | — | — | — | 1 | **1** | 1 | — | **2** |
| **Total** | **—** | **—** | **3** | **2** | **5** | **10** | **9** | **—** | **19** |

41. The Public Information Section would be headed by a Chief Public Information Officer (P-5) based at the Mission's forward headquarters in Abéché and reporting to the Deputy Special Representative of the Secretary-General. He or she would have overall responsibility for the formulation, implementation and management of the public information activities of the Mission covering radio broadcasts in partnership with international radio non-governmental organizations; the outreach and advocacy programmes, aimed at explaining the mandate and activities of MINURCAT and engaging civil society in support of the Mission's mandate, targeting, in particular, communities beyond the range of radio broadcasts through regular visits to population concentrations, especially those at risk; the conduct of public information campaigns and the organization of public information training seminars and workshops; the production and dissemination of public information kits for teachers, community and religious leaders, and village elders, the organization of traditional theatrical and music productions, distribution of audio cassettes, visual messaging on billboards, banners and T-shirts; and the media relations programmes through regular press conferences, background briefings, meetings with editors, interviews and other press/media events.

42. The Section would comprise two Public Information Officers (P-3), five Public Information Assistants (2 Field Service and 3 national General Service staff), two Administrative Assistants (Field Service and national General Service staff), a Radio Producer (P-4), a Broadcast Technology Officer (Field Service) and three Radio Production Assistants (national General Service staff).

43. The Chief Public Information Officer would be supported by a Spokesperson (P-4), who would be based at the Mission headquarters in N'Djamena and would be responsible for the implementation of the media relations programmes. The Spokesperson would be assisted by an Administrative Assistant (national General Service staff).

44. At the liaison office in Bangui, the Section would deploy a Radio Producer (Field Service) supported by a Radio Production Assistant (national General Service staff) to promote United Nations activities in the north-east of the country through radio broadcasting in partnership with an international radio non-governmental organization.

**Component 1: Security and protection of civilians**

45. The Mission's security and protection of civilians component is derived from the MINURCAT mandate approved by the Security Council in its resolution 1778 (2007) as detailed in paragraph 4 (a) of the present report. It reflects support of the

Government of Chad in the restoration of law and order in the refugee camps and key towns in eastern Chad through liaison with the Government of Chad and the Government of the Central African Republic, the Chadian and Central African military and police authorities; selection, training, provision of advice and facilitation of support to PTPH; the provision of advice to the Chadian law enforcement agencies and ministries to allow them to build administrative and other capacities necessary to support PTPH; assistance to the national authorities of the Central African Republic in building its law and order capacity in the north-east of the country through monitoring, liaison, needs assessment and donor mobilization support, as it relates to the mandate of MINURCAT. To this end, the Mission would deploy United Nations military liaison and police officers to the Mission headquarters in N'Djamena, to the liaison office in Bangui, the field office in Birao, Central African Republic, to forward headquarters in Abéché and to police stations to be established in Abéché, Bahia, Farchana, Goz Beïda, Guéréda and Iriba, as well as to 12 posts at the refugee camps, managed by UNHCR in eastern Chad where the United Nations police officers and Chadian police would be co-located. The United Nations police officers co-located with the Chadian police would assist them through the provision of advice, training and monitoring in their responsibility for policing key towns, patrolling humanitarian access routes between key towns and refugee camps, and providing security for international and national humanitarian personnel and facilities. The Mission would also liaise closely with the European Union operation, in particular, on issues related to the military aspects of crisis management.

46. Pursuant to paragraph 5 of Security Council resolution 1778 (2007), the Mission would facilitate and mobilize funding, through collaboration with bilateral and multilateral donors, for the provision of basic accommodation, rations, vehicles, communications equipment and basic police equipment (side arms, uniforms, boots, belts, handcuffs and batons) to PTPH, for the payment of stipends to PTPH personnel, as well as for the establishment of a national police training academy.

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Office of the Chief Military Liaison Officer | — | — | 2 | — | — | **2** | 2 | — | **4** |
| Office of the Police Commissioner | — | 2 | 3 | — | 3 | **8** | 129 | — | **137** |
| **Total** | — | **2** | **5** | — | **3** | **10** | **131** | — | **141** |

**Office of the Chief Military Liaison Officer**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | 1 | — | — | **1** | 1 | — | **2** |
| Forward headquarters (Abéché) | — | — | 1 | — | — | **1** | 1 | — | **2** |
| Field offices | — | — | — | — | — | — | — | — | — |
| **Total** | — | — | **2** | — | — | **2** | **2** | — | **4** |

47. The Chief Military Liaison Officer (P-5) would be responsible for liaising with the Chadian national army and the Central African Republic armed forces, as well as with the European Union operation, UNAMID, AMIS, FOMUC and the French Armed Forces in Chad and the Central African Republic. The Chief Military Liaison Officer would report and provide support to the Special Representative of the Secretary-General on all military matters, would have the overall operational control over the Mission's military liaison officers and would be deployed at the Mission headquarters in N'Djamena. The Chief Military Liaison Officer would be supported by the Deputy Chief Military Liaison Officer (P-4), who would be based at the forward headquarters in Abéché and would serve as the operational planner for the deployment of the military liaison officers, oversee the military liaison officers operations at the forward headquarters, prepare reports and assessments and coordinate military liaison activities with relevant actors and stakeholders. The Chief Military Liaison Officer and the Deputy would be supported by two Administrative Assistants (national General Service staff).

**Office of the Police Commander**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | 1 | 1 | — | 2 | **4** | 19 | — | **23** |
| Forward headquarters (Abéché) | — | 1 | 1 | — | 1 | **3** | 27 | — | **30** |
| Field offices | — | — | 1 | — | — | **1** | 83 | — | **84** |
| **Total** | — | **2** | **3** | — | **3** | **8** | **129** | — | **137** |

48. The Police Commissioner (D-2) would provide leadership and strategic direction, developing and implementing overarching policies for the United Nations police component of MINURCAT, comprising up to 300 individual officers. The Police Commissioner would be responsible for setting the strategic parameters for both the operational and administrative strategies of the police component in line with the Mission's mandate; advise, mentor and assist the head of PTPH, interact and provide advice to the Chadian Ministry of Interior, police and other law enforcement officials; provide advice to the Special Representative of the Secretary-General and other senior Mission staff on the nature and priorities of the operations and activities of the police component as well as on the full range of issues concerning the role and function of the police component in supporting PTPH; and coordinate the level and nature of cooperation with PTPH and the European Union operation. The Police Commissioner would ensure that all personnel of the United Nations police component conform to the highest standards of professional conduct and personal behaviour at all times, including adherence to applicable policy directives, guidelines, mandate implementation plans and concepts of operation through the provision of regular Mission-specific guidelines and directives and the establishment of a mechanism to monitor compliance; take responsibility at all times for morale and discipline in the United Nations police component; ensure that police assets and personnel under his or her command are utilized efficiently, effectively and economically, paying attention to welfare and morale issues; represent the Mission as required or as may be directed by the Special

Representative of the Secretary-General or his or her designated representative; and delegate functions and responsibilities to qualified police personnel in the chain of command.

49. The proposed level of the Police Commissioner's post (D-2) would enable MINURCAT to attract the appropriate calibre of candidates in the framework of a highly competitive and transparent recruitment and selection process with a view to the recruitment of a strong and dedicated police leader with the adequate background to provide the required level of strategic and operational leadership for a complex United Nations police operation that is at the core of the MINURCAT mandate. The grade of the Police Commissioner must be at a level where the Police Commissioner is recognized by the ministers of the Government of Chad, senior Chadian police management, leaders of partner organizations and the people of Chad as being a credible leader of the Mission's police component. The Police Commissioner must have adequate experience and ability to facilitate the implementation of the Mission's mandate.

50. The Deputy Police Commissioner for Operations (D-1) acting under the overall guidance of the Police Commissioner, would deputize for the Police Commissioner during his or her absences, provide leadership in respect of police operations within the Mission and engage in external liaison with the relevant government authorities and other stakeholders. The Deputy Police Commissioner for Operations would be based in Abéché, where he or she would interact with the Deputy Special Representative of the Secretary-General and senior staff of the Mission, heads of the United Nations country team organizations and representatives of the European Union. The Deputy Police Commissioner Operations would be responsible for providing leadership, management and implementation of the policing strategy, work closely with PTPH senior managers, provide leadership in the management and coordination of the police operations in the police operation areas, promote effective police operations, ensuring that a safe environment is created for Mission personnel and civilians through the effective utilization of police assets in coordination with the European Union operation, and provide advice to the Police Commissioner on all operational policing matters specific to eastern Chad. The Deputy Police Commissioner for Operations would be responsible for implementing a consistent approach across all sectors making best use of available resources to deliver results. He or she would be expected to be a competent and capable senior police professional, with significant national and international policing experience and background in police management at the strategic level, who can set, steer and advocate tactics on police operations. The Deputy Police Commissioner for Operations would be required to ensure efficient harnessing, alignment and deployment of resources towards achieving the police mandate.

51. The Senior Administrative Officer (P-5) would support the Police Commissioner in the coordination of the United Nations police component activities and would assist PTPH in the development of administrative capacities necessary for the strengthening of the Chadian police force. The Senior Administrative Officer would focus on the development of policies, the formulation of strategies and their implementation to provide for the local capacity enhancement through the engagement of international donors and national stakeholders as required, including the identification and sensitization of donor countries; ensure coordination of donor efforts through the appropriate channelling of donor funds; and provide guidance,

direction and support for PTPH. The proposed level of the post would allow the recruitment of a professional police officer possessing the appropriate seniority level, experience and professional competence who would be responsible for the conceptualization and implementation of administrative and developmental activities and programmes, and the coordination of international support for PTPH.

52. The Office of the Police Commissioner would also comprise a Training Officer (P-4), who would conduct training needs assessments for the national police, assist in drafting plans for the training of PTPH and implement comprehensive police training initiatives for PTPH. The Training Officer would also be responsible for creating and overseeing the implementation of a comprehensive in-service training programme on community-based policing for PTPH, especially for PTPH officers serving in the refugee camps and internally displaced person areas.

53. The Liaison Officer (P-4) deployed in the liaison office in Bangui would liaise on a daily basis with the senior police leaders and officials of the Government of the Central African Republic on behalf of the Mission's Police Commissioner. The Liaison Officer would also liaise with the Mission's senior managers to ensure consistency and to share information; and would provide a link between the police component of the Mission and the Government of the Central African Republic, BONUCA, the United Nations country team, the diplomatic community and other national and international stakeholders.

54. The proposed staffing establishment in support of the United Nations police operations also includes 8 Administrative Assistants (3 Field Service and 5 national General Service staff), 107 Language Assistants (national General Service staff) and 17 Drivers (national General Service staff). The proposed Language Assistants staffing establishment is intended to support the United Nations police officers at 18 locations on a 24 hours a day, seven days a week basis and the need for police officers to be able to communicate effectively with the refugees, internally displaced persons, local police agencies and the population in general. The United Nations police officers would be engaged at every level in a proactive co-location programme, in mentoring and advising PTPH, particularly community police in refugee camps, as well as to support the delivery of in-service training programme at the refugee camps.

**Component 2: Human rights and rule of law**

55. The Mission's human rights and rule of law component is derived from the MINURCAT mandate approved by the Security Council in its resolution 1778 (2007) as detailed in paragraph 4 (b) of the present report. It reflects Mission activities related to human rights monitoring, investigation and reporting of human rights violations, training activities, strengthening essential legislative, judicial and correctional institutions. Particular attention would be paid to the identification of violators of human rights, including issues related to sexual violence and child protection. Human Rights Officers would be deployed to the Mission headquarters in N'Djamena, forward headquarters in Abéché and the field offices and work in close collaboration with the United Nations military liaison officers, police, judicial, corrections and other substantive civilian personnel, as well as the United Nations agencies, funds and programmes constituting the United Nations country team, other humanitarian actors on the ground to proactively identify potential threats to civilians at risk. Human Rights Officers would also participate in joint analysis of

human rights and rule of law issues with other components of the Mission in order to establish operational priorities. Regular reports on the human rights situation in the areas of Mission deployment would be issued, with specific recommendations for corrective action by relevant actors. The Judicial Advisory Unit and the Corrections Advisory Unit would work closely with all stakeholders to support the strengthening of essential legislative, judicial institutions and the prison systems by offering good offices, advice and technical assistance as it relates to the Mission's mandate.

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| Judicial Advisory Unit | — | — | 2 | 6 | — | **8** | 1 | — | **9** |
| Corrections Advisory Unit | — | — | 2 | 5 | — | **7** | — | — | **7** |
| Gender Unit | — | — | 2 | 1 | — | **3** | 3 | — | **6** |
| Human Rights Section | — | — | 5 | 15 | 1 | **21** | 12 | 9 | **42** |
| **Total** | **—** | **—** | **11** | **27** | **1** | **39** | **16** | **9** | **64** |

[a] Includes nine National Officers.

**Judicial Advisory Unit**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | 1 | — | — | **1** | — | — | **1** |
| Forward headquarters (Abéché) | — | — | 1 | 3 | — | **4** | 1 | — | **5** |
| Field offices | — | — | — | 3 | — | **3** | — | — | **3** |
| **Total** | **—** | **—** | **2** | **6** | **—** | **8** | **1** | **—** | **9** |

56. The Judicial Advisory Unit would assist in the promotion of the rule of law by supporting efforts to strengthen the applicable legislative framework to ensure compliance with international standards, by establishing and maintaining contacts with relevant judicial/prosecutorial authorities, legal professionals and with individuals working within the traditional/customary justice system, as well as through training and advising judicial/prosecutorial authorities and legal professionals. The Unit would deploy a Judicial Affairs Officer (P-4) at the Mission headquarters in N'Djamena, while the Senior Judicial Affairs Officer, Chief of the Judicial Advisory Unit (P-5), would be based at the Mission's forward headquarters in Abéché and would be supported by three Judicial Affairs Officers (P-3) and an Administrative Assistant (national General Service staff). The Senior Judicial Affairs Officer would be responsible for liaison with and provision of advice to the national-level justice authorities (senior officials of the Ministry of Justice and the Ministry of Interior and members of Parliament); liaison with other Mission components, including the police and human rights components; and would coordinate activities and ensure the exchange of information with the United Nations country team and donors involved in justice issues. The Judicial Advisory

Unit would deploy three Judicial Affairs Officers (P-3) to Iriba, Farchana and Goz Beïda (1 officer to each location).

**Corrections Advisory Unit**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Total international*** | *National staff* | *United Nations Volunteers* | *Total* |
| Mission headquarters (N'Djamena) | — | — | 1 | — | — | **1** | — | — | **1** |
| Forward headquarters (Abéché) | — | — | 1 | 2 | — | **3** | — | — | **3** |
| Field offices | — | — | — | 3 | — | **3** | — | — | **3** |
| **Total** | **—** | **—** | **2** | **5** | **—** | **7** | **—** | **—** | **7** |

57. The Corrections Advisory Unit would contribute to the creation of a stable security environment through the strengthening of the prison system in eastern Chad by establishing and maintaining contacts with relevant prison officials; supporting the development of a safe, secure and humane prison system; offering training for prison personnel; advising prison authorities on internationally accepted practices and procedures, including technical advice on critical operational issues; and coordinating the mobilization of resources with the United Nations country team and donors. The Unit would comprise 7 internationally recruited staff and 25 seconded Corrections Officers. The Unit would be headed by a Senior Corrections Adviser, Chief of Unit (P-5), deployed at the Mission's forward headquarters in Abéché, who would be responsible for liaison with and the provision of advice to the national-level authorities dealing with prison issues; liaison with other Mission components, including the police and human rights personnel; and coordination with the United Nations country team and donors engaged in prison issues. The Chief of Unit would be supported by two Corrections Officers (P-3) and eight seconded Corrections Officers. At the Mission headquarters in N'Djamena, the Unit would deploy one Corrections Officer (P-4), supported by two seconded Corrections Officers. The Unit would also comprise three teams of 6 Corrections Officers (1 P-3 and 5 seconded officers) deployed to the Iriba, Farchana and Goz Beïda field offices. It is envisaged that the Corrections Officers may also be co-located with their national counterparts in prisons and at PTPH stations to train, mentor and coach national prison and police officers.

**Gender Unit**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | *Total* |
| Mission headquarters (N'Djamena) | — | — | 1 | 1 | — | **2** | 2 | — | **4** |
| Forward headquarters (Abéché) | — | — | 1 | — | — | **1** | 1 | — | **2** |
| Field offices | — | — | — | — | — | **—** | — | — | **—** |
| **Total** | **—** | **—** | **2** | **1** | **—** | **3** | **3** | **—** | **6** |

[a] Includes two National Officers.

58. The Gender Unit would develop a gender mainstreaming plan and guide the process of gender mainstreaming in the Mission, incorporate gender issues in the training programme for PTPH, develop training modules and carry out training-the-trainers programmes for PTPH, develop and implement, in collaboration with the Human Rights Section of the Mission, measures on the prevention and effective response to sexual and gender-based violence in the internally displaced person and refugee camps in eastern and north-eastern Chad. The Unit would be headed by a Senior Gender Affairs Officer (P-5), supported by two Gender Officers (1 P-3 and 1 National Officer) and an Administrative Assistant (national General Service staff) deployed at the Mission headquarters in N'Djamena, where training of PTPH personnel would take place. The Unit would also establish a presence at the forward headquarters in Abéché and deploy to Abéché two Gender Officers (1 P-4 and 1 National Officer).

**Human Rights Section**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | 1 | 2 | 1 | **4** | 3 | — | **7** |
| Forward headquarters (Abéché) | — | — | 4 | 6 | — | **10** | 6 | 3 | **19** |
| Field offices | — | — | — | 7 | — | **7** | 3 | 6 | **16** |
| **Total** | **—** | **—** | **5** | **15** | **1** | **21** | **12** | **9** | **42** |

[a] Includes seven National Officers.

59. The Human Rights Section would be responsible for human rights monitoring and reporting, as well as capacity-building and training activities, with particular attention to the identification of violators of human rights and to sexual and gender-based violence and child protection. Human Rights Officers would be deployed throughout the Mission area and work in close collaboration with the Mission's liaison officers, police and judicial, corrections and other substantive personnel, as well as with the United Nations agencies, funds and programmes constituting the United Nations country team, and other humanitarian actors on the ground to proactively identify potential threats to the civilian population. The Section would provide support to activities aimed at combating impunity, judicial monitoring and capacity-building; strengthen the capacity of local authorities and civil society through training and sensitization in international human rights standards; provide human rights advice to the United Nations police, including on the training in human rights issues of the Chadian police; and would liaise with the relevant Government, national police and other stakeholders on human rights issues. Human rights advice would also be provided with regard to the screening and selection of police officers for PTPH.

60. The Chief Human Rights Officer (P-5) would be based at the Mission's forward headquarters in Abéché and would be in charge of the overall management of the Human Rights Section and of provision of substantive and strategic guidance to its staff. He or she would act as the Principal Human Rights Adviser to the Special Representative of the Secretary-General, would serve as the representative

of the Office of the United Nations High Commissioner for Human Rights (OHCHR) and represent OHCHR within the United Nations country team in Chad.

61. At the Mission headquarters in N'Djamena, the Human Rights Section would deploy four Human Rights Officers (1 P-4, 2 P-3 and 1 National Officer), who would be responsible for liaison with relevant United Nations agencies, national partners and representatives of civil society, with a particular focus on human rights training and police affairs, the provision of advice to the Office of the Police Commissioner on human rights training issues and the selection of national police officers for PTPH. The Section staff deployed at the Mission headquarters would be supported by an Administrative Assistant (Field Service), a Language Assistant (national General Service staff) and a Driver (national General Service staff).

62. At the Mission forward headquarters in Abéché, the Human Rights Section would deploy 13 Human Rights Officers (3 P-4, 4 P-3, 3 National Officers and 3 United Nations Volunteers) and 2 Associate Human Rights Officers (P-2) to coordinate the activities of the field offices, and carry out human rights monitoring, reporting, training and institutional capacity-building programmes, supported by 2 Language Assistants (national General Service staff) and a Driver (national General Service staff).

63. The three teams of Human Rights Officers deployed to the Field Offices in Iriba, Farchana and Goz Beïda would each consist of one P-3, one P-2, two United Nations Volunteers and one National Officer, with one Human Rights Officer (P-3) deployed to the field office in Birao, Central African Republic, and would be responsible for the regular monitoring, investigating and reporting on the human rights situation within their areas of responsibility, as well as act as counterparts for the relevant local authorities and civil society.

**Component 3: Support**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| Office of the Chief Administrative Officer | — | 1 | 2 | 4 | 3 | **10** | 4 | 1 | **15** |
| Tiger Team[b] | — | — | 3 | 2 | 7 | **12** | — | — | **12** |
| Conduct and Discipline Team[b] | — | — | 2 | 1 | — | **3** | 1 | — | **4** |
| HIV/AIDS Unit | — | — | 1 | 1 | — | **2** | 2 | 1 | **5** |
| Administrative Services | — | — | 7 | 17 | 30 | **54** | 30 | 9 | **93** |
| Technical Services | — | — | 11 | 45 | 178 | **234** | 237 | 121 | **592** |
| Security Section[c] | — | — | 2 | 12 | 102 | **116** | 146 | — | **262** |
| **Total** | **—** | **1** | **28** | **82** | **320** | **431** | **420** | **132** | **983** |

[a] Includes two National Officers.
[b] Funded under general temporary assistance.
[c] Includes one post (1 P-5, Chief Security Adviser) funded through the United Nations country team cost-sharing arrangements.

64. The support component of MINURCAT would provide effective and efficient administrative, logistical, technical and security support to the Mission's military liaison officers, United Nations police and substantive staff in the implementation of the Mission's mandate. The proposed level of the staffing establishment is designed to provide the capacity within the Mission to ensure that the Special Representative

of the Secretary-General, the United Nations police and substantive staff have the means to carry out their assigned tasks and responsibilities, to be achieved through the effective and efficient personnel recruitment and administration; budgeting, internal controls and performance reporting; finance and accounting services; procurement and contracts management services; general services (property control, pouch and mail, and claims administration); safety management and accident prevention; health services, including emergency medical treatment, patient stabilization and evacuation, and stress counselling; logistics; communications and information technology services; civil engineering, including building management services and water and environment; geographical services; demining; supply services; and air and surface transportation.

65. The overall Mission support would be provided by the Division of Administration, headed by a Chief Administrative Officer (D-1) who would report to the Special Representative of the Secretary-General and would serve as his or her principal adviser on all administrative matters. The Division would comprise Administrative Services and Technical Services. Security support would be provided by the Security Section headed by a Chief Security Adviser (P-5, post funded through the United Nations country team cost-sharing arrangements), who would report to the Special Representative.

**Office of the Chief Administrative Officer**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nation Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | 1 | 2 | 2 | 3 | **8** | 3 | 1 | **12** |
| Forward headquarters (Abéché) | — | — | — | 2 | — | **2** | 1 | — | **3** |
| Field offices | — | — | — | — | — | — | — | — | — |
| **Total** | — | **1** | **2** | **4** | **3** | **10** | **4** | **1** | **15** |

66. The immediate Office of the Chief Administrative Officer (D-1) would include an Administrative Officer (P-4) who would assist the Chief Administrative Officer in the discharge of his or her functions, liaise on operational matters with the Office of the Chief Military Liaison Officer, the Office of the Police Commissioner and heads of substantive offices of the Mission, Government officials, United Nations agencies and non-governmental organizations, and coordinate all administrative and logistical support matters pertaining to the field offices; and two Administrative Assistants (Field Service and national General Service staff).

67. Reporting directly to the Chief Administrative Officer would be the Budget Unit, the Board of Inquiry Unit and the Aviation Safety Unit.

68. The Budget Unit would be responsible for the preparation of the Mission's budget and performance report and for the monitoring of the budget implementation. The Unit would be headed by a Chief Budget Officer (P-4), supported by a Budget Officer (P-3) and two Budget Assistants (Field Service and national General Service staff).

69. The Board of Inquiry Unit would be responsible for organizing and where necessary conducting inquiries on cases such as fatalities, accidents involving

injuries and loss of assets, reviewing reports of the Board establishing rosters of cases and monitoring progress of each case taken up by the Board. The Unit would be headed by a Board of Inquiry Officer (P-3), supported by three Board of Inquiry Assistants (Field Service, national General Service staff and United Nations Volunteer).

70. The Aviation Safety Unit would ensure that international air operations safety standards are complied with in respect of all aircraft deployed in the Mission and at all aerodromes, and conduct investigations of aircraft safety-related occurrences. The Unit would be headed by a Chief Aviation Safety Officer (P-3), supported by an Associate Aviation Safety Officer (P-2) and an Administrative Assistant (national General Service staff).

71. The Office of the Chief Administrative Officer, as well as the Budget Unit and the Board of Inquiry Unit, would be based at the Mission headquarters in N'Djamena. The Aviation Safety Unit would be located at the Mission's forward headquarters in Abéché, the main air operations hub.

**Tiger Team**[a]

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | 2 | — | 4 | **6** | — | — | **6** |
| Forward headquarters (Abéché) | — | — | 1 | 2 | 3 | **6** | — | — | **6** |
| Field offices | — | — | — | — | — | — | — | — | — |
| **Total** | — | — | **3** | **2** | **7** | **12** | — | — | **12** |

[a] Funded under general temporary assistance.

72. The Tiger Team, headed by a Senior Human Resources Officer (P-5), would be established to enable the Mission, at its start-up phase, to select and bring on board within a six-month period 80 per cent of its authorized international and national civilian staff. The primary responsibility of the Tiger Team would be to focus on the identification of the recruitment needs and priorities of the Mission, the development and implementation of recruitment strategies and the conduct of a targeted recruitment campaign. Additionally, in the interim, and pending the establishment of a fully operational Human Resources Section, the Tiger Team would assist in the administrative management of newly recruited members. In this context, under the direct supervision of the Chief Administrative Officer, the Tiger Team would prepare specific vacancies for approval and issuance by the Field Personnel Division of the Department of Field Support; provide advice, general guidance and training to programme managers on the overall recruitment process, including policies, guidelines, procedures and processes; assist the Chief Administrative Officer in the exercise of his or her delegated authority for the selection of candidates; implement, administer and ensure the integrity of the staff selection and the recruitment processes within the Mission; coordinate the recruitment of newly selected staff with the Chief Civilian Personnel Officer; conduct vacancy management, including reconciliation in the Mission's staffing table databases to ensure that all staff members are reflected in their post locations

and all movements of posts are clearly recorded; ensure that critical human resources indicators in the Office of Human Resources Management action plan, such as gender balance and geographical diversity, are taken into account in making selection decisions; establish and maintain appropriate electronic and physical records; and supervise the preparation of periodic and spot reports. The Tiger Team would also comprise four Human Resources Officers (2 P-4 and 2 P-3) and seven Human Resources Assistants (Field Service).

**Conduct and Discipline Team**[a]

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff*[b] | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | 1 | 1 | — | **2** | — | — | **2** |
| Forward headquarters (Abéché) | — | — | 1 | — | — | **1** | 1 | — | **2** |
| Field offices | — | — | — | — | — | — | — | — | — |
| **Total** | — | — | **2** | **1** | — | **3** | **1** | — | **4** |

[a] Funded under general temporary assistance.
[b] Includes one National Officer.

73. The Conduct and Discipline Team would act as the focal point for matters pertaining to the behaviour and discipline of the military, United Nations police personnel and civilian staff, monitor compliance with the United Nations Code of Conduct, provide regular briefings and induction training for civilian personnel and briefings to incoming military and police personnel, including on disciplinary procedures associated with breaches of the Code of Conduct and sexual exploitation and abuse, undertake preliminary fact-finding tasks related to all breaches of the Code of Conduct, and develop and implement measures to prevent personnel misconduct and enforce standards of conduct throughout the Mission area. The Conduct and Discipline Team would be headed by a Senior Conduct and Discipline Officer (P-5) reporting to the Special Representative of the Secretary-General.

74. At Mission headquarters in N'Djamena, the Conduct and Discipline personnel would primarily establish relevant policies and procedures for conduct and discipline in MINURCAT; provide guidance; liaise and coordinate within the Mission as well as with local authorities and non-governmental organizations on conduct and discipline issues; receive and handle allegations of misconduct; and maintain a database on allegations of misconduct. The Senior Conduct and Discipline Officer would be assisted by an Associate Reports Officer (P-2), who would maintain the data management system, collect data and provide data analysis to produce narrative and statistical reports on all aspects of personnel conduct.

75. At the forward headquarters in Abéché, a Conduct and Discipline Officer (P-4) would implement measures to raise awareness about United Nations standards of conduct and prevent misconduct; receive and report cases of alleged misconduct; coordinate with all Mission components on conduct and discipline issues; and coordinate and liaise with other United Nations entities, non-governmental organizations and governmental representatives on conduct and discipline issues. The Conduct and Discipline Officer would be supported by a Reports Officer (National Officer).

**HIV/AIDS Unit**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff*[a] | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | — | — | — | — | — | — | — |
| Forward headquarters (Abéché) | — | — | 1 | 1 | — | **2** | 2 | 1 | **5** |
| Field offices | — | — | — | — | — | — | — | — | — |
| **Total** | **—** | **—** | **1** | **1** | **—** | **2** | **2** | **1** | **5** |

[a] Includes one National Officer.

76. The HIV/AIDS Unit would be headed by a Chief of Unit, HIV/AIDS Officer (P-4) who would be responsible for the design and implementation of a comprehensive HIV/AIDS awareness and prevention programme for all categories of peacekeeping personnel in the Mission, the provision of voluntary confidential counselling and testing and the incorporation of HIV/AIDS awareness and prevention issues in the training curriculum for PTPH. The Chief of Unit would be supported by three HIV/AIDS Officers (P-3, National Officer and United Nations Volunteer) and an Administrative Assistant (national General Service staff).

**Administrative Services**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | 2 | 5 | 10 | **17** | 8 | 2 | **27** |
| Forward headquarters (Abéché) | — | — | 5 | 9 | 17 | **31** | 13 | 7 | **51** |
| Field offices | — | — | — | 3 | 3 | **6** | 9 | — | **15** |
| **Total** | **—** | **—** | **7** | **17** | **30** | **54** | **30** | **9** | **93** |

77. The Administrative Services, headed by a Chief of Administrative Services (P-5), would be responsible for planning, coordinating and providing administrative services in support of the substantive civilian, military and United Nations police personnel of the Mission, comprising financial services, human resources administration and management, the acquisition of goods and services for the Mission, contracts management and general services. Administrative Services would comprise the Finance, Human Resources, Procurement and Contracts Management Sections, the Integrated Mission Training Cell and the Claims and Local Property Survey Board Unit.

78. The immediate office of the Chief of Administrative Services would comprise an Administrative Officer (P-3) responsible for the direct support of the Chief of Administrative Services; a Welfare Officer (P-3) responsible for recommending and monitoring the implementation of welfare measures in compliance with the rules, regulations and policies of the Department of Peacekeeping Operations; a Staff Counsellor (P-4), supported by an Administrative Assistant (national General Service staff), providing stress management, personal counselling and psychosocial

interventions, including psychotherapy, as well as critical-incident stress debriefing; and two Administrative Assistants (national General Service staff and United Nations Volunteer), responsible for the management, planning, recruitment, orientation and briefing, performance management and administration of the Mission's United Nations Volunteer establishment of 144 Volunteers. The immediate Office of the Chief of Administrative Services would be supported by two Administrative Assistants (Field Service and national General Service staff).

79. The Finance Section, headed by a Chief Finance Officer (P-4), would be responsible for establishing and maintaining financial controls, administering Mission accounts, the disbursement of funds in settlement of vendors' and suppliers' invoices and staff travel claims, the national General Service staff payroll, the payment of the mission subsistence allowance and other entitlements to the Mission's international staff, military liaison officers and United Nations police personnel, and the administration of the Mission's bank accounts. The Section would be located at the Mission forward headquarters in Abéché and would also comprise 10 international staff (2 P-3, 1 P-2 and 7 Field Service), 4 national General Service staff and 1 United Nations Volunteer. At the Mission headquarters in N'Djamena, the Section would deploy two Cashiers (Field Service and national General Service staff).

80. The Human Resources Section, headed by a Chief Civilian Personnel Officer (P-4), would provide integrated and strategic human resources management services to the Mission, including recruitment, administration of entitlements of all categories of personnel and advice to staff on entitlements, monitoring of time and attendance of all categories of personnel, administration of travel and visa requirements. The Section would be located at the Mission's forward headquarters in Abéché and would include seven international staff (1 P-3 and 6 Field Service), four national General Service staff and three United Nations Volunteers. At the Mission headquarters in N'Djamena, the point of arrival of all new personnel, the Section would deploy a Human Resources Officer (P-3), supported by three Field Service, three national General Service staff and one United Nations Volunteer.

81. The Integrated Mission Training Cell, headed by a Training Officer (P-4), would be responsible for identifying the Mission's training needs, planning and implementation of the Mission's training strategies, designing and implementing learning and training programmes aimed at enhancing leadership and managerial competencies, upgrading substantive and technical skills of staff, delivering training programmes and workshops, such as induction programmes, communications skills, planning and organization skills, team building, cross cultural and diversity awareness training, as well as, in cooperation with the relevant Mission offices, training on standards of conduct, prevention of sexual exploitation and abuse and gender mainstreaming. During the budget period, the primary focus of the Training Cell would be the implementation of compulsory Mission induction training for all categories of personnel to be conducted in N'Djamena, the point of entry for all personnel. The Training Officer, Head of Cell (P-4), would be supported by two Training Officers (P-3 and United Nations Volunteer) and one Training Assistant (national General Service staff).

82. The Procurement Section, headed by a Chief Procurement Officer (P-4), would be responsible for the planning and development of all procurement and contractual aspects of projects related to the acquisition of diverse commodities and services

such as information technology, electronic equipment and supplies, vehicles and supplies, medicines, rations, building and maintenance materials, office supplies, construction materials and furniture; and the development of a comprehensive regional vendor roster. The Procurement Section would manage systems contracts at the Mission level and would ensure that initial negotiations for the lease of buildings, warehouses and fuel supply are carried out in accordance with the United Nations procurement rules and regulations and that approval from United Nations Headquarters is sought in a timely manner, as required. As the Mission's main procurement activities would be concentrated in N'Djamena where the potential vendors are located, the Section, comprising in addition to the Chief Procurement Officer, 9 international staff (3 P-3 and 6 Field Service), and 3 national General Service staff, would be located at the Mission headquarters.

83. The Contracts Management Section, headed by a Contracts Management Officer (P-4) and located at the forward headquarters in Abéché, is responsible for managing all contracts in the Mission area, including the development and establishment of appropriate contract monitoring systems and monitoring contract implementation. The Chief of the Section would be supported by a Contracts Management Officer (P-3) and four Contracts Management Assistants (2 Field Service, 1 national General Service staff and 1 United Nations Volunteer).

84. The Claims and Local Property Survey Board Unit, headed by a Claims Officer (P-3) and located at the forward headquarters in Abéché, would be responsible for reviewing and processing claims brought forward against the Mission and claims for loss or damage to personal effects of Mission personnel. The Claims Officer, also serving as the Secretary of the Local Property Survey Board and the Claims Review Board, would be supported by an Associate Claims Officer (P-2) and three Claims Assistants (Field Service, national General Service staff and United Nations Volunteer).

85. To provide a wide range of administrative support in the areas of finance, personnel and general administration to personnel deployed in the field, Administrative Services would deploy to each of the Field Offices in Iriba, Farchana and Goz Beïda three teams, each comprising an Administrative Officer (P-3) supported by two Administrative Assistants (Field Service and national General Service staff) and two Language Assistants (national General Service staff).

**Technical Services**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena) | — | — | — | 10 | 34 | **44** | 54 | 27 | **125** |
| Forward headquarters (Abéché) | — | — | 11 | 28 | 108 | **147** | 120 | 65 | **332** |
| Field offices | — | — | — | 7 | 36 | **43** | 63 | 29 | **135** |
| **Total** | — | — | **11** | **45** | **178** | **234** | **237** | **121** | **592** |

86. The Technical Services, headed by a Chief of Technical Services (P-5), would be responsible for the planning, coordination, administration and management of the Mission's logistical and technical support to the substantive civilian, military and

United Nations police personnel of MINURCAT throughout the Mission area, as well as for the liaison and conduct of negotiations on logistical support issues with the European Union military operation. The Technical Services would comprise the Office of the Chief, the Geographic Information Services Sections, Medical Services, the Supply, Property Management, Transport, Movement Control, Communications and Information Technology, Engineering and Aviation, as well as the Joint Logistics Operations Centre.

87. The immediate office of the Chief of Technical Services would include an Administrative Officer (P-3) and two Administrative Assistants (Field Service and 1 national General Service staff).

88. The Geographic Information Services Section, headed by a Chief Geographic Information Officer (P-4) and located at the forward headquarters in Abéché, would be responsible for the collection, verification, management, and storage of all geospatial data to be used for planning, briefing, security, situation reporting and operations purposes; the analysis of potential ground water resources; the production and distribution of hard copy maps, electronic outputs in the form of digital files and real-time Intranet mapping services and of geographic information tailored to meet specific Mission needs. In order to streamline local and regional efforts and to avoid duplication of work and additional costs, the Section would collaborate closely with the European Union geographic team, in particular, with regard to the analysis of potential ground water resources, as well as with other partners on the ground and UNMIS and UNAMID. The Chief Geographic Information Officer (P-4) would be supported by a Geographic Information Officer (P-3), an Associate Geographic Information Officer (P-2), four Geographic Information Assistants (2 Field Service and 2 United Nations Volunteers) and an Administrative Assistant (national General Service staff).

89. The Medical Services Section, headed by a Chief Medical Officer (P-4), would be responsible for the coordination and delivery of medical services, organization of medical care, health maintenance and preventative medical treatment of all MINURCAT personnel, coordination of medical and casualty evacuations within and outside the Mission area. The Chief Medical Officer, located at the forward headquarters in Abéché, would be supported by a Nurse (Field Service) and an Administrative Assistant (Field Service). The Section would deploy to the Mission headquarters in N'Djamena and the forward headquarters in Abéché three Medical Officers (1 P-3 and 2 United Nations Volunteers), four Nurses (2 national General Service staff and 2 United Nations Volunteers), a Pharmacist (P-3), two Laboratory Technicians (national General Service staff), an Administrative Assistant (national General Service staff) and four Ambulance Drivers (national General Service staff). In order to provide medical services in the field, the Section would deploy to field offices in Iriba, Farchana and Goz Beïda 28 medical personnel (8 Medical Officers: 3 P-3 and 5 United Nations Volunteers), 9 Nurses (6 national General Service staff and 3 United Nations Volunteers), 3 Laboratory Technicians (United Nations Volunteers), 2 Administrative Assistants (national General Service staff) and 6 Ambulance Drivers (national General Service staff).

90. The Joint Logistics Operation Centre, headed by a Chief Logistics Officer (P-4) located at the forward headquarters in Abéché, would be responsible, through integrated police-military-civilian structures, for the planning and provision of support to the deployment of military liaison officers, United Nations police and

civilian personnel throughout the Mission area, and serve as a focal point for coordination of logistics operations. The Chief Logistics Officer would be supported by a Logistics Officer (P-3), six Logistics Assistants (2 Field Service, 2 national General Service staff and 2 United Nations Volunteers) and an Administrative Assistant (national General Service staff).

91. The Supply Section, headed by a Chief Supply Officer (P-4), would be responsible for the supply chain management; administration of complex service contracts for the provision of fuel, cleaning services, photocopier, janitorial and other services consolidation and placing of orders, requisitioning, reconciliation of invoices, planning of requirements and daily administration of the contracts; warehousing management, coordination and distribution of supplies throughout the Mission area. In addition to the Chief Supply Officer, the Section, located at the forward headquarters in Abéché, would also include a Supply Officer (P-3) supported by five Supply Assistants (2 Field Service and 3 United Nations Volunteers), a Fuel Officer (P-3) supported by six Fuel Assistants (2 Field Service, 2 national General Service staff and 2 United Nations Volunteers); a Warehouse Officer (Field Service) supported by seven Warehouse Assistants (national General Service staff), a Heavy Vehicle Operator (national General Service staff) and two Administrative Assistants (Field Service and national General Service staff). At the Mission headquarters in N'Djamena, the Section would deploy two Supply Assistants (Field Service and United Nations Volunteer) and two Warehouse Assistants (national General Service staff).

92. The Property Management Section, headed by a Chief Property Management Officer (P-4), would be responsible for the monitoring, reporting and verification of all United Nations equipment within the Mission, the disposal of all United Nations-owned assets within the limits of the delegation of authority granted to the Mission; as well as receiving and inspection functions. The Section, located at the forward headquarters in Abéché, would comprise the Receiving and Inspection Unit, the Property Control and Inventory Unit and the Property Disposal Unit and would consist, in addition to the Chief of Section, of 11 international staff (2 P-3 and 9 Field Service), 11 national General Service staff and 1 United Nations Volunteer.

93. The Transport Section, headed by a Chief Transport Officer (P-4) based at the forward headquarters in Abéché, would be responsible for the planning, organization and control of the Mission's vehicular transportation services; the maintenance and repair of the Mission's vehicle fleet of 635 United Nations-owned vehicles and operation of 5 vehicle workshops (on each in N'Djamena, Abéché, Iriba, Farchana and Goz Beïda); the allocation and distribution of vehicles; the formulation and implementation of road safety standards and procedures and maintenance guidelines; the management of spare parts stores and supplies; and the provision of dispatch services. The Section would deploy to the Mission headquarters in N'Djamena and the forward headquarters in Abéché a total of 77 transport personnel (2 Transport Officers (P-3), 17 Transport Assistants (4 Field Service, 8 national General Service staff and 5 United Nations Volunteers), 24 Vehicle Technicians (5 Field Service, 10 national General Service staff and 9 United Nations Volunteers) and 33 Drivers (national General Service staff)). In order to support operations in the field, the Section would deploy to the Field Offices in Iriba, Farchana and Goz Beïda a staffing complement of 18 transport personnel: 6 Transport Assistants (3 Field Service and 3 United Nations Volunteers), 6 Vehicle Technicians (3 national

General Service staff and 3 United Nations Volunteers) and 6 Drivers (national General Service staff).

94. The Movement Control Section, headed by a Chief Movement Control Officer (P-4), would be responsible for the planning and execution of all movements of personnel utilizing United Nations assets within the Mission area, for the movement of cargo by road, air and sea into and out of the Mission area as well as within it, for the temporary storage of transit cargo and for customs clearance of the United Nations-owned equipment and personal effects of United Nations personnel. Upon completion of the airlift of the most critical equipment during the start-up period of the Mission's deployment, the United Nations-owned equipment would be deployed by sea through the ports of Douala, Cameroon, and Benghazi, Libyan Arab Jamahiriya, resulting in multiple incoming sea shipments. To ensure the timely and cost-effective processing of incoming shipments for onforwarding to Abéché (customs clearing, reception and dispatch), the Section would establish satellite offices at the Douala and Benghazi seaports (2 Movement Control Assistants, 1 Field Service and 1 national General Service staff at each), as well as deploy movement control personnel to the Mission's forward headquarters in Abéché, where a robust freight terminal capable of simultaneously sending cargo by road and sending fragile or very urgent items by air would be established. As the United Nations-owned equipment is moved to the regions, United Nations construction teams, technicians and other staff would require air transportation to and from these regions through a reliable and effective daily air service. Planning and implementing the daily air service to the Mission's locations would require an effective booking office and passenger check-in capability at all major locations. To address these requirements, the staffing establishment of the Section at the forward headquarters would comprise a Movement Control Officer (P-3) and 28 Movement Control Assistants (7 Field Service, 14 national General Service staff and 7 United Nations Volunteers). In addition, at the Mission headquarters in N'Djamena and in the field offices in Iriba, Farchana and Goz Beïda, the Section would deploy four teams of four Movement Control Assistants each (1 Field Service, 2 national General Service staff and 1 United Nations Volunteer).

95. The Communications and Information Technology Section, headed by a Chief Communications and Information Technology Officer (P-4), would be responsible for the installation, operation and maintenance of the communications infrastructure and systems throughout the Mission area. The communications and information technology infrastructure would provide the necessary voice/facsimile (including secure) and data transmission, videoconferencing and Internet facilities for the Mission, including communications links to the neighbouring missions. The infrastructure would comprise a satellite terminal in N'Djamena for communications with United Nations Headquarters and the United Nations Logistics Base at Brindisi, Italy, for transmission of voice and data traffic with intermission/international direct dialling, a Mission internal satellite network with a hub station in N'Djamena and satellite terminals at Abéché, Iriba, Farchana and Goz Beïda, an earth station to be located in an area adjacent to the Mission to address the business continuity requirements, a high frequency network for within-country/Mission communications employing mobile and base stations and providing vehicle tracking and data, a very high frequency network with repeaters for internal communications and overlapping coverage for security of mobile teams, backup systems comprising satellite telephones or BGAN/Inmarsat terminals and wide and

local area networks with links to United Nations Headquarters. As the communications and information technology infrastructure in eastern Chad is virtually non-existent, MINURCAT personnel would be entirely dependent on the Mission's communication and information technology infrastructure. The Chief Communications and Information Technology Officer, based at the Mission's forward headquarters in Abéché, would be supported by an Administrative Assistant (Field Service). The Section would also deploy to the Mission headquarters in N'Djamena and the forward headquarters in Abéché a total of 80 personnel (4 P-3, 30 Field Service, 27 national General Service staff and 19 United Nations Volunteers). In each of the Iriba, Farchana and Goz Beïda field offices, communications and information technology services would be provided by three Telecommunications Technicians (2 Field Service and 1 national General Service staff) and three Information Technology Assistants (2 Field Service and 1 national General Service staff).

96. The Engineering Section, headed by a Chief Engineer (P-4), would manage and coordinate a broad range of engineering projects in the Mission area; be responsible for the financial and technical planning, design and implementation of new construction projects and repair and maintenance activities implemented either by the Mission staff or by outside contractors. The engineering projects to be implemented by the Mission would include the renovation and construction of major structures such as the Mission headquarters in N'Djamena, the Mission forward headquarters in Abéché, 3 field offices, 6 police stations and 12 police posts. The Section would also be responsible for the setting up and maintenance of warehouses, accommodation for the military and police personnel and civilian staff and other infrastructure, such as prefabricated buildings, roads, bridges, airfields, helipads, waste disposal and water treatment systems, electrical power generation and distribution systems, environmental control systems and installation of field defence structures. At the Mission forward headquarters in Abéché, the Chief Engineer would be supported by an Administrative Assistant (Field Service). The Section would deploy at the Mission headquarters in N'Djamena and at the forward headquarters in Abéché 95 personnel (8 P-3, 1 P-2, 24 Field Service, 26 national General Service staff and 36 United Nations Volunteers). In each of the Iriba, Farchana and Goz Beïda field offices, engineering services would be provided by six Technicians (2 Field Service, 2 national General Service staff and 2 United Nations Volunteers) and a Generator Mechanic (United Nations Volunteer).

97. The Aviation Section, headed by a Chief Aviation Officer (P-4), would be responsible for the operation of 12 aircraft, based at 5 airports, up to 16 hours per day, 7 days per week, with occasional night flying as required. The Section would provide daily flights between N'Djamena and Abéché and ad hoc flights as needed. In Abéché and N'Djamena, meteorological and fire-fighting services would be made available from a combination of national and existing French military resources; however, these services are non-existent in the field. Required skill levels are scarce in the Mission area, hence only a limited number of posts would be available for the recruitment of national staff. The proposed staffing establishment of the Section also takes into account a requirement that minimum manning levels must be maintained in the presence of aircraft on the ground. The Chief Aviation Officer, headquartered in N'Djamena, would be supported by two Aviation Officers (P-3) and a Driver (national General Service staff). The Section would deploy at the Mission headquarters in N'Djamena and at the forward headquarters in Abéché 71 personnel

(10 P-3, 46 Field Service and 15 national General Service staff). In order to support operations in the field, the Section would deploy to the field offices in Iriba, Farchana and Goz Beïda a staffing complement of 34 personnel (2 P-3, 2 P-2, 10 Field Service and 20 national General Service staff).

**Security Section**

| | *International staff* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | *USG-ASG* | *D-2-D-1* | *P-5-P-4* | *P-3-P-1* | *Field Service* | ***Subtotal*** | *National staff* | *United Nations Volunteers* | ***Total*** |
| Mission headquarters (N'Djamena)[a] | — | — | 2 | 5 | 23 | **30** | 23 | — | **53** |
| Forward headquarters (Abéché) | — | — | — | 4 | 28 | **32** | 27 | — | **59** |
| Field offices | — | — | — | 3 | 51 | **54** | 96 | — | **150** |
| **Total** | — | — | **2** | **12** | **102** | **116** | **146** | — | **262** |

[a] Includes one post (P-5, Chief Security Adviser) funded through the United Nations country team cost-sharing arrangements.

98. As the authorized strength of MINURCAT does not include military contingent personnel or formed police units, the management of the safety and security of all United Nations personnel and assets would have to be provided by the Mission's Security Section. The proposed staffing establishment of the Security Section is designed to meet challenges on the ground and takes into account the security phase 3 and 4 environments in the Mission area.

99. The Security Section would be headed by a Chief Security Adviser (P-5), who would have overall responsibility for the security and safety of the Mission's personnel and property in compliance with the minimum operating security standards established by the Department of Safety and Security; the establishment and maintenance of the security management system, contingency and evacuation plans; liaison to ensure information flow and coordination between the Mission and the United Nations country team of security-related activities; the conduct of threat assessments, risk analysis and investigations; the provision of emergency response on a 24-hour, seven days a week basis; the management and supervision of local security guard units as well as fire and safety security; and the provision of close protection to senior Mission officials and high-level delegations.

100. The Security Section would deploy at the Mission headquarters in N'Djamena and at the forward headquarters in Abéché 42 Security Officers (1 P-4, 4 P-3, 3 P-2, 30 Field Service and 4 national General Service staff), 13 Close Protection Officers (1 P-3 and 12 Field Service), 47 Security Assistants (1 P-2, 6 Field Service and 40 national General Service staff), 2 Radio Operators (national General Service staff), 1 Fire and Safety Officer (Field Service), 2 Administrative Assistants (Field Service), 3 Language Assistants (national General Service staff) and 1 Driver (national General Service staff).

101. In order to support operations in the field, the Security Section would deploy to each of the Field Offices in Iriba, Farchana and Goz Beïda a team of 150 personnel: 16 Security Officers (1 P-3, 12 Field Service and 3 national General Service staff); 27 Security Assistants (2 Field Service and 25 national General Service staff); 4 Radio Operators (2 Field Service and 2 national General Service staff); an Administrative Assistant (Field Service); and 2 Language Assistants (national General Service staff).

# III. Resource requirements

## A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

| *Category* | *Estimates* |
|---|---|
| **Military and police personnel** | |
| Military observers | 1 258.1 |
| Military contingents | — |
| United Nations police | 5 945.6 |
| Formed police units | — |
| **Subtotal** | **7 203.7** |
| **Civilian personnel** | |
| International staff[a] | 21 548.7 |
| National staff[a] | 1 699.6 |
| United Nations Volunteers[a] | 3 115.8 |
| **Subtotal** | **26 364.1** |
| **Operational costs** | |
| General temporary assistance[b] | 1 902.6 |
| Government-provided personnel | 322.4 |
| Civilian electoral observers | — |
| Consultants | — |
| Official travel | 1 173.7 |
| Facilities and infrastructure | 48 346.4 |
| Ground transportation | 43 384.6 |
| Air transportation | 32 017.6 |
| Naval transportation | — |
| Communications | 17 286.8 |
| Information technology | 8 768.4 |
| Medical | 1 200.0 |
| Special equipment | — |
| Other supplies, services and equipment | 9 273.7 |
| Quick-impact projects | 200.0 |
| **Subtotal** | **163 876.2** |
| **Gross requirements** | **197 444.0** |
| Staff assessment income | 2 563.8 |
| **Net requirements** | **194 880.2** |
| Voluntary contributions in kind (budgeted) | — |
| **Total requirements** | **197 444.0** |

[a] Estimates are inclusive of a 20 per cent delayed recruitment factor.
[b] Estimates are inclusive of a 15 per cent delayed recruitment factor.

## B. Training

102. The estimated requirements for training for the period from 1 July 2007 to 30 June 2008 are as follows:

(Thousands of United States dollars)

| *Category* | *Estimate* |
|---|---|
| Consultant | |
| Training consultants | — |
| Official travel | |
| Official travel, training | 393.0 |
| Other supplies, services and equipment | |
| Training fees, supplies and services | 61.0 |
| **Total** | **454.0** |

103. The proposed provision of $454,000 would cover induction training at the United Nations Logistics Base at Brindisi, Italy, for international staff and mandatory certification training in security, aviation and movement control.

## C. Quick-impact projects

104. The requested provision for the quick-impact projects takes into account the capacity of the Mission to undertake and implement projects during its deployment phase, which impacts its ability to identify, manage and implement projects. A limited provision of $200,000 would cover quick-impact projects to support the production and distribution of water for the local population in eastern Chad.

## D. Mine detection and mine-clearance activities

105. The estimated operational requirements for mine detection and mine-clearance activities for the period from 1 July 2007 to 30 June 2008 are as follows:

(Thousands of United States dollars)

| *Category* | *Estimate* |
|---|---|
| Other supplies, services and equipment | |
| Mine detection and mine-clearance services | 3 072.7 |
| **Total** | **3 072.7** |

106. The provision for mine detection and mine-clearance services covers requirements for road/route assessment and verification, explosive ordnance disposal and area clearance, and the acquisition of personnel protection equipment, mine detectors and supplies.

# IV. Analysis of resource requirements[1]

*Remarks*

The analysis of resource requirements presented below reflects justification from a zero base.

| | *Estimate* |
|---|---|
| **Military observers** | 1 258.1 |

107. The provision under this heading reflects requirements for mission subsistence and clothing allowances, travel costs and death and disability compensation for an average of 25 military liaison officers whose entitlements will be identical to those of military observers. It is based on the projected phased deployment of 10 military liaison officers to N'Djamena, 34 officers to eastern Chad, 4 officers to the Central African Republic and 2 officers to the European Union operation Command Centre in Paris. Requirements for the mission subsistence allowance reflect a 10 per cent delayed deployment factor.

| | *Estimate* |
|---|---|
| **United Nations police** | 5 945.6 |

108. The provision under this heading reflects requirements for 300 United Nations police officers (an average of 133 United Nations police officers for the budget period) with respect to the mission subsistence and clothing allowances, travel costs and death and disability compensation and is based on the projected deployment schedule from November 2007. Requirements for the mission subsistence allowance reflect a 20 per cent delayed deployment factor.

| | *Estimate* |
|---|---|
| **International staff** | 21 548.7 |

109. International staff resource requirements cover staff salaries, staff assessment, common staff costs and mission subsistence allowance for 437 international staff to be recruited by 30 June 2008 (an average of 146 international staff for the budget period), excluding 15 posts for the Conduct and Discipline Team and the Tiger Team funded under general temporary assistance (see para. 112 below). The estimate is based on the projected deployment schedule for the international staff, with the application of a 20 per cent delayed recruitment factor, and takes into account international staff deployed from July 2007 under commitment authority provisions made for MINUTAC. The estimate is based on an average of salary costs derived from the actual average expenditure by staff category and grade level in the 2005/06 period for peacekeeping operations, while the computation of common staff costs is based on 60 per cent of net salaries for international staff.

[1] Resource amounts are expressed in thousands of United States dollars.

| | *Estimate* |
|---|---|
| **National staff** | 1 699.6 |

110. The provision under this heading reflects requirements in respect of 447 national General Service staff and 11 National Officers to be recruited by 30 June 2008 (an average of 146 national General Service staff and 3 National Officers for the budget period), excluding 1 National Officer for the Conduct and Discipline Team funded under general temporary assistance (see para. 112 below) with respect to salaries, staff assessment and common staff costs, as well as overtime to cover peak workload periods. Requirements reflect a 20 per cent delayed recruitment factor. The estimated salary and staff assessment costs are based on the established national General Service staff salary scales (G-4, step 1, and National Officer-B, step 1), while the computation of common staff costs is based on the application to the estimated net salaries provisions of 30 per cent.

| | *Estimate* |
|---|---|
| **United Nations Volunteers** | 3 115.8 |

111. The provision under this heading reflects requirements in respect of the proposed establishment of 144 United Nations Volunteer positions in the Mission and is based on the projected deployment schedule of Volunteers, with the application of a 20 per cent delayed deployment factor to applicable costs.

| | *Estimate* |
|---|---|
| **General temporary assistance** | 1 902.6 |

112. The provision under this heading reflects requirements for international and national staff salaries, staff assessment and common staff costs in respect of the staff of the Conduct and Discipline Team (1 P-5, 1 P-4, 1 P-2 and 1 National Officer) and the Tiger Team (1 P-5, 2 P-4, 2 P-3 and 7 Field Service). A delayed recruitment factor of 15 per cent has been applied to the computation of costs related to international and national staff positions.

| | *Estimate* |
|---|---|
| **Government-provided personnel** | 322.4 |

113. The estimate for the Government-provided personnel covers estimated requirements for mission subsistence allowance and travel costs, and are based on the projected phased deployment of 25 Corrections Officers from 1 March to 30 June 2008. The estimate includes a 5 per cent delayed deployment factor.

| | *Estimate* |
|---|---|
| **Official travel** | 1 173.7 |

114. The provision under this heading reflects requirements for official travel of the Special Representative of the Secretary-General and senior Mission staff to New York, Geneva, Paris and regional countries for political consultations and meetings; travel of administrative and technical staff to annual conferences organized by the Department of Field Support at the United Nations Logistics Base at Brindisi, Italy,

aimed at promoting best practices in peacekeeping operations; within-Mission travel by political affairs, humanitarian and human rights staff; and travel of the Technical Assessment Team of the Department of Peacekeeping Operations to Chad and the Central African Republic. With respect to training-related travel, requirements reflect provision for the training of MINURCAT personnel from the Movement Control, Aviation and Security Sections.

| | *Estimate* |
|---|---|
| **Facilities and infrastructure** | 48 346.4 |

115. The provision under this heading reflects requirements for the expansion, construction, renovation and maintenance of the Mission headquarters and rear logistics base in N'Djamena, the forward headquarters and main logistics base in Abéché, 3 field offices in Iriba, Farchana and Goz Beïda, 6 police stations and 12 police posts. Accordingly, the estimate provides for the acquisition of 396 prefabricated hardwall buildings, 134 softwall structures, including hangars, 342 sea containers for the transportation of prefabricated facilities, 150 generators of various capacities, various items of refrigeration, accommodation, security and safety, office, water and fuel storage equipment, as well as for the procurement of supplies and materials.

| | *Estimate* |
|---|---|
| **Ground transportation** | 43 384.6 |

116. The provision under this heading reflects requirements for the acquisition of a fleet of 635 United Nations-owned vehicles, including 376 4x4 general purpose vehicles, 34 buses, 48 airfield support vehicles, 5 ambulances, 12 engineering vehicles, 33 forklifts, 69 trucks, 9 trailers and 49 vehicle attachments, as well as for the short-term rental of vehicles pending delivery of new vehicles, Carlog equipment, vehicle spare parts, shelving and tools required to open five vehicle workshops, repairs and maintenance, liability insurance and diesel fuel.

| | *Estimate* |
|---|---|
| **Air transportation** | 32 017.6 |

117. In order to provide for the movement of personnel, the transportation of cargo and support to United Nations police operations, the Mission would establish a fleet of 12 commercially contracted aircraft comprising 6 fixed-wing passenger aircraft for a total of 2,393 flight hours and 6 helicopters for a total of 2,635 flight hours. The provision under this heading reflects requirements for aircraft rental and operating costs (aviation fuel, oil and lubricants, liability insurance and aircrew subsistence allowance) and for the acquisition of airfield equipment and supplies, landing fees and ground handling charges.

| | *Estimate* |
|---|---|
| **Communications** | 17 286.8 |

118. The provision under this heading reflects requirements for the establishment and operation of the Mission's communications networks, including the acquisition

of 2,589 items of high, very high and ultra-high frequency equipment, 2,447 items of satellite and telephone equipment, commercial communications charges, maintenance services, spare parts and specialized communications support services.

| | *Estimate* |
|---|---|
| **Information technology** | 8 768.4 |

119. The provision under this heading reflects requirements for the establishment and operation of the Mission's information technology networks, including the acquisition of 1,200 desktop computers, 1,200 monitors, 330 printers of various capacities, 383 laptop computers, 58 servers and 20 server rack systems, various items of network equipment (switches, wireless bridges), digital equipment and scanners, as well as the requirements for the acquisition of software, software licences and related fees, spare parts and supplies and specialized technical support services.

| | *Estimate* |
|---|---|
| **Medical** | 1 200.0 |

120. The provision under this heading reflects requirements for the establishment of five United Nations level-I clinics in N'Djamena, Abéché, Iriba, Farchana and Goz Beïda. In addition, the provision reflects requirements for aeromedical evacuations, hospitalization outside of the mission area, external consultations, laboratory services and medical supplies.

| | *Estimate* |
|---|---|
| **Other supplies, services and equipment** | 9 273.7 |

121. The provision under this heading reflects requirements for mine detection and mine-clearance services to ensure the safe transit of United Nations vehicles along main supply routes and the transportation of United Nations equipment by air and sea, as well as supplies, military accoutrements and uniforms, external audit, bank charges, training fees and supplies and emergency rations for the civilian personnel of the Mission.

| | *Estimate* |
|---|---|
| **Quick-impact projects** | 200.0 |

122. The provision under this heading would enable the Mission to implement quick-impact projects primarily focusing on the production and distribution of water for the local population in eastern Chad.

# V. Expenditure report for the period from 1 March to 30 June 2007

123. In a presidential statement of 16 January 2007 (S/PRST/2007/2), the Security Council took note of the preliminary recommendations contained in the report of the Secretary-General dated 22 December 2006 on Chad and the Central African

Republic pursuant to paragraphs 9 (d) and 13 of Security Council resolution 1706 (2006) (S/2006/1019) and requested him to deploy as soon as possible an advance mission to Chad and the Central African Republic, in consultation with their Governments, to accelerate preparations for an early decision on the possible deployment of a multidimensional United Nations presence.

124. In a letter dated 7 March 2007 addressed to the Secretary-General, the Advisory Committee on Administrative and Budgetary Questions provided commitment authority in the amount not exceeding $46,942,300 gross ($46,360,300 net) to meet the most urgent requirements of MINUTAC for the period from 1 March to 30 June 2007. The concurrence of the Advisory Committee was granted pursuant to section IV of General Assembly resolution 49/233 A on the administrative and budgetary aspects of the financing of United Nations peacekeeping operations.

125. The deployment of MINUTAC was subject to the then ongoing consultations with the Governments of Chad and the Central African Republic, which prevented the advance mission from fully utilizing the commitment authority granted by the Advisory Committee on 7 March 2007. Accordingly, in his letter dated 27 June 2007, the Controller informed the Advisory Committee of the expenditures projected at that time for the period from 1 March to 30 June 2007 for MINUTAC in the amount of $934,200 gross ($930,400 net) and requested the authorization of the Advisory Committee to utilize during the 2007/08 period the balance of commitment authority in the amount of $46,008,100 gross ($45,429,900 net) in order to continue preparations for an early decision by the Security Council on the deployment of a United Nations multidimensional presence in Chad and the Central African Republic.

126. In a letter dated 2 July 2007 to the Secretary-General, the Advisory Committee concurred with the Controller's request.

127. Subsequently, in his letter dated 9 November 2007, the Controller informed the Advisory Committee that upon the closing of the peacekeeping accounts for the 2006/07 period, expenditures incurred by MINUTAC against the commitment authority amounted to $1,114,100 gross ($1,104,000 net), leaving a balance of the commitment authority in the amount of $45,828,200 gross ($45,256,300 net) to be utilized during the 2007/08 period.

## A. Expenditures for the period from 1 March to 30 June 2007

(Thousands of United States dollars)

| *Category* | *Expenditure* |
|---|---|
| **Military and police personnel** | |
| Military observers | 191.0 |
| Military contingents | — |
| United Nations police | 34.1 |
| Formed police units | — |
| **Subtotal** | **225.1** |

| *Category* | *Expenditure* |
|---|---|
| **Civilian personnel** | |
| International staff | 6.7 |
| National staff | — |
| United Nations Volunteers | — |
| **Subtotal** | **6.7** |
| **Operational costs** | |
| General temporary assistance | 55.1 |
| Government-provided personnel | — |
| Civilian electoral observers | — |
| Consultants | — |
| Official travel | 476.0 |
| Facilities and infrastructure | 5.0 |
| Ground transportation | 130.3 |
| Air transportation | 101.4 |
| Naval transportation | — |
| Communications | 35.4 |
| Information technology | 56.7 |
| Medical | — |
| Special equipment | — |
| Other supplies, services and equipment | 22.4 |
| Quick-impact projects | — |
| **Subtotal** | **882.3** |
| **Gross requirements** | **1 114.1** |
| Staff assessment income | 10.1 |
| Net requirements | 1 104.0 |
| Voluntary contributions in kind (budgeted) | — |
| **Total requirements** | **1 114.1** |

## B. Analysis of expenditures[1]

| | *Expenditure* |
|---|---|
| **Military observers** | 191.0 |

128. Expenditure in the amount of $191,000 represents duty station allowance payments as well as travel costs for five Military Advisers included in the United Nations delegation led by the Department of Peacekeeping Operations dispatched to Chad and the Central African Republic, in order to consult with the authorities of

[1] Expenditure amounts are expressed in thousands of United States dollars.

both countries on the deployment of a multidimensional United Nations presence to eastern Chad and the north-eastern Central African Republic.

| | *Expenditure* |
|---|---|
| **United Nations police** | 34.1 |

129. Expenditure in the amount of $34,100 represents duty station allowance payments as well as travel costs for two United Nations police officers travelling as part of the United Nations delegation to Chad and the Central African Republic.

| | *Expenditure* |
|---|---|
| **International staff** | 6.7 |

130. Expenditure in the amount of $6,700 represents international staff costs incurred in respect to travel on appointment.

| | *Expenditure* |
|---|---|
| **General temporary assistance** | 55.1 |

131. Expenditure in the amount of $55,100 represents international staff costs in connection with the deployment of members of the Tiger Team, responsible for the identification of the recruitment needs and priorities of the mission.

| | *Expenditure* |
|---|---|
| **Official travel** | 476.0 |

132. Expenditure in the amount of $476,000 was incurred for the travel costs of the Technical Assessment Team of the Department of Peacekeeping Operations and the United Nations delegation to assist in the planning for the multidimensional United Nations presence to eastern Chad and the north-eastern Central African Republic.

| | *Expenditure* |
|---|---|
| **Facilities and infrastructure** | 5.0 |

133. Expenditure in the amount of $5,000 represents the acquisition costs of office equipment, as well as stationery and office supplies for the United Nations delegation during its visit to Chad and the Central African Republic.

| | *Expenditure* |
|---|---|
| **Ground transportation** | 130.3 |

134. Expenditure in the amount of $130,300 was incurred for the rental of vehicles and related fuel costs for the Technical Assessment Team and the United Nations delegation to Chad and the Central African Republic.

| | *Expenditure* |
|---|---|
| **Air transportation** | 101.4 |

135. Expenditure in the amount of $101,400 represents rental charges and related fuel costs for a fixed-wing aircraft in support of the Technical Assessment Team during its visit to Chad and the Central African Republic.

| | *Expenditure* |
|---|---|
| **Communications** | 35.4 |

136. Expenditure in the amount of $35,400 was incurred for the acquisition of cellular telephones and related communications charges in support of the Technical Assessment Team and the United Nations delegation during their visit to Chad and the Central African Republic.

| | *Expenditure* |
|---|---|
| **Information technology** | 56.7 |

137. Expenditure in the amount of $56,700 was incurred for the acquisition of high-resolution satellite imagery for maps needed for the water geological survey.

| | *Expenditure* |
|---|---|
| **Other supplies, services and equipment** | 22.4 |

138. Expenditure in the amount of $22,400 was primarily for the rental of conference facilities and office space by the Technical Assessment Team and the United Nations delegation during their visit to Chad and the Central African Republic.

# VI. Actions to be taken by the General Assembly

139. **The actions to be taken by the General Assembly in connection with the financing of the MINURCAT are:**

(a) **Establishment of a special account for MINURCAT for the purpose of accounting for income received and expenditure incurred in respect of the Mission;**

(b) **Appropriation of the amount of $1,114,100 previously authorized by the Advisory Committee on Administrative and Budgetary Questions for MINUTAC for the period from 1 March to 30 June 2007;**

(c) **Assessment of the full amount in subparagraph (b) above;**

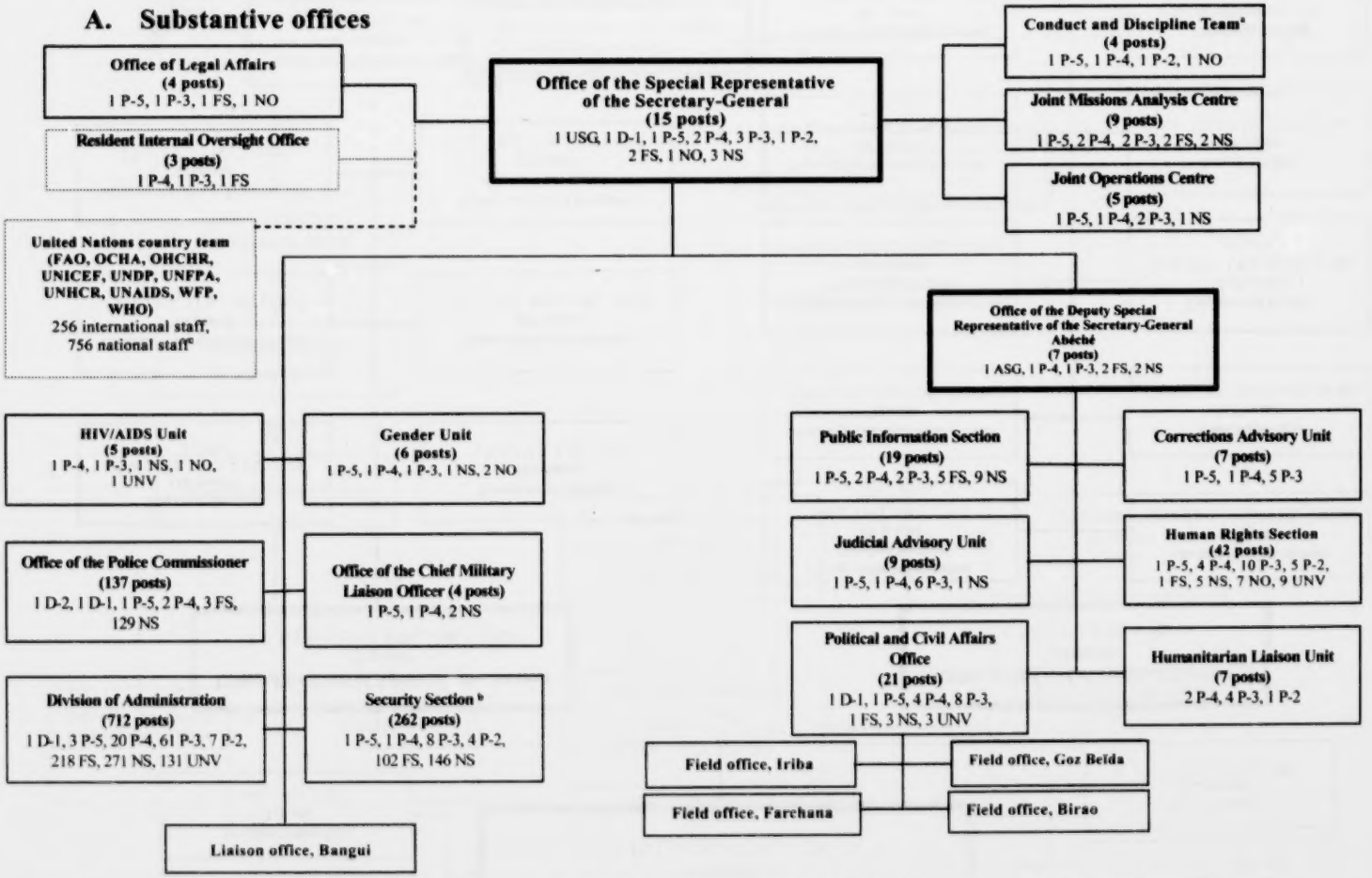
(d) **Appropriation of the amount of $197,444,000 for the establishment and deployment of the Mission for the 12-month period from 1 July 2007 to 30 June 2008, inclusive of the amount of $45,828,200 previously authorized by the Advisory Committee for MINUTAC;**

(e) **Assessment of the full amount in subparagraph (d) above.**

# Annex

## Organization charts

### A. Substantive offices


Office of Legal Affairs
(4 posts)
1 P-5, 1 P-3, 1 FS, 1 NO
Resident Internal Oversight Office
(3 posts)
1 P-4, 1 P-3, 1 FS
United Nations country team
(FAO, OCHA, OHCHR, UNICEF, UNDP, UNFPA, UNHCR, UNAIDS, WFP, WHO)
256 international staff,
756 national staff[c]
Office of the Special Representative of the Secretary-General
(15 posts)
1 USG, 1 D-1, 1 P-5, 2 P-4, 3 P-3, 1 P-2, 2 FS, 1 NO, 3 NS
Conduct and Discipline Team[a]
(4 posts)
1 P-5, 1 P-4, 1 P-2, 1 NO
Joint Missions Analysis Centre
(9 posts)
1 P-5, 2 P-4, 2 P-3, 2 FS, 2 NS
Joint Operations Centre
(5 posts)
1 P-5, 1 P-4, 2 P-3, 1 NS
Office of the Deputy Special Representative of the Secretary-General
Abéché
(7 posts)
1 ASG, 1 P-4, 1 P-3, 2 FS, 2 NS
HIV/AIDS Unit
(5 posts)
1 P-4, 1 P-3, 1 NS, 1 NO, 1 UNV
Gender Unit
(6 posts)
1 P-5, 1 P-4, 1 P-3, 1 NS, 2 NO
Public Information Section
(19 posts)
1 P-5, 2 P-4, 2 P-3, 5 FS, 9 NS
Corrections Advisory Unit
(7 posts)
1 P-5, 1 P-4, 5 P-3
Office of the Police Commissioner
(137 posts)
1 D-2, 1 D-1, 1 P-5, 2 P-4, 3 FS, 129 NS
Office of the Chief Military Liaison Officer (4 posts)
1 P-5, 1 P-4, 2 NS
Judicial Advisory Unit
(9 posts)
1 P-5, 1 P-4, 6 P-3, 1 NS
Human Rights Section
(42 posts)
1 P-5, 4 P-4, 10 P-3, 5 P-2, 1 FS, 5 NS, 7 NO, 9 UNV
Division of Administration
(712 posts)
1 D-1, 3 P-5, 20 P-4, 61 P-3, 7 P-2, 218 FS, 271 NS, 131 UNV
Security Section[b]
(262 posts)
1 P-5, 1 P-4, 8 P-3, 4 P-2, 102 FS, 146 NS
Political and Civil Affairs Office
(21 posts)
1 D-1, 1 P-5, 4 P-4, 8 P-3, 1 FS, 3 NS, 3 UNV
Humanitarian Liaison Unit
(7 posts)
2 P-4, 4 P-3, 1 P-2
Field office, Iriba
Field office, Goz Beida
Field office, Farchana
Field office, Birao
Liaison office, Bangui

*Abbreviations*: USG: Under-Secretary-General; ASG: Assistant Secretary-General; FS: Field Service; NO: National Officer; NS: national General Service staff; UNV: United Nations Volunteers.

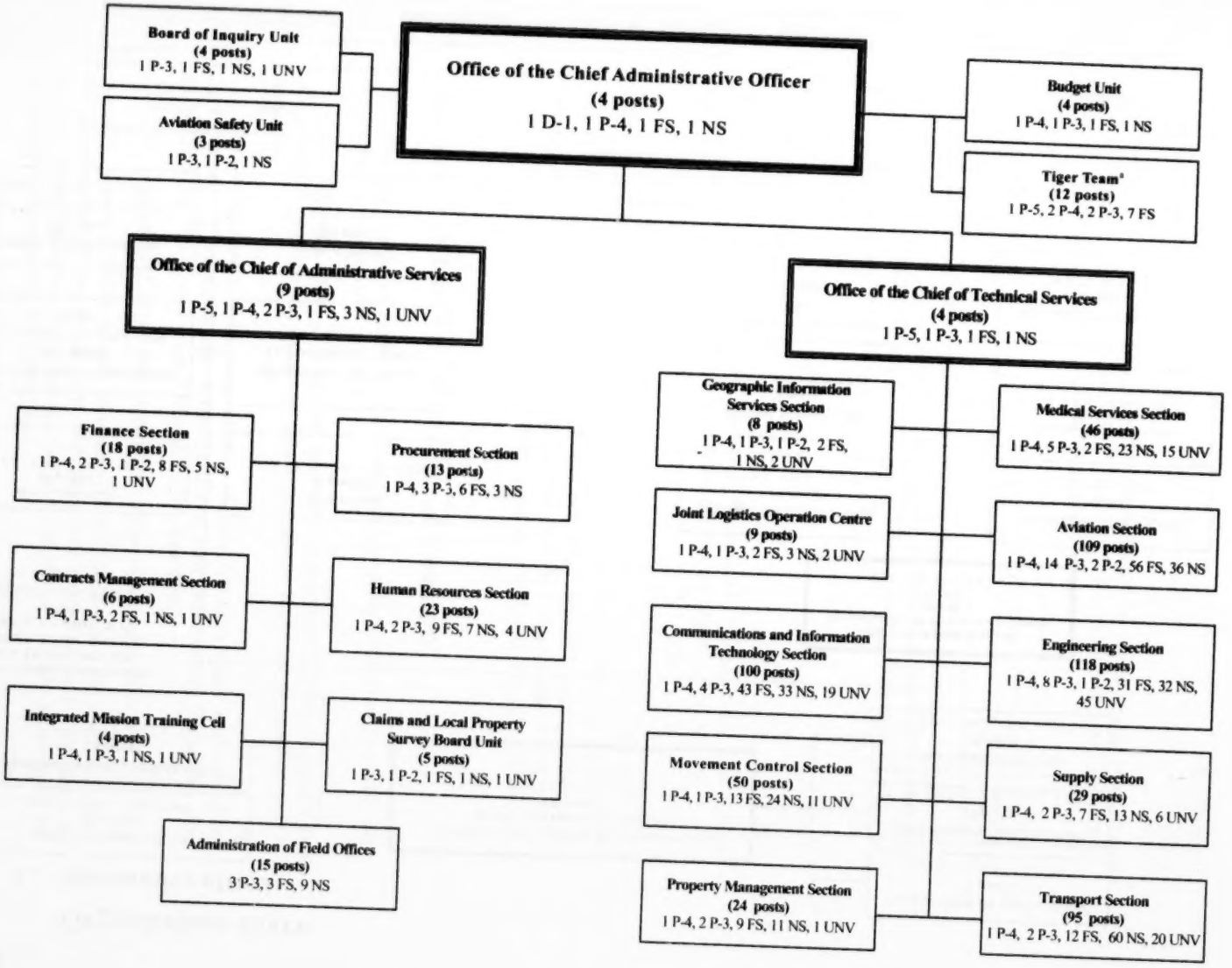
[a] Funded under general temporary assistance.

[b] Includes 1 post (1 P-5, Chief Security Adviser) funded through the United Nations country team cost-sharing arrangements.

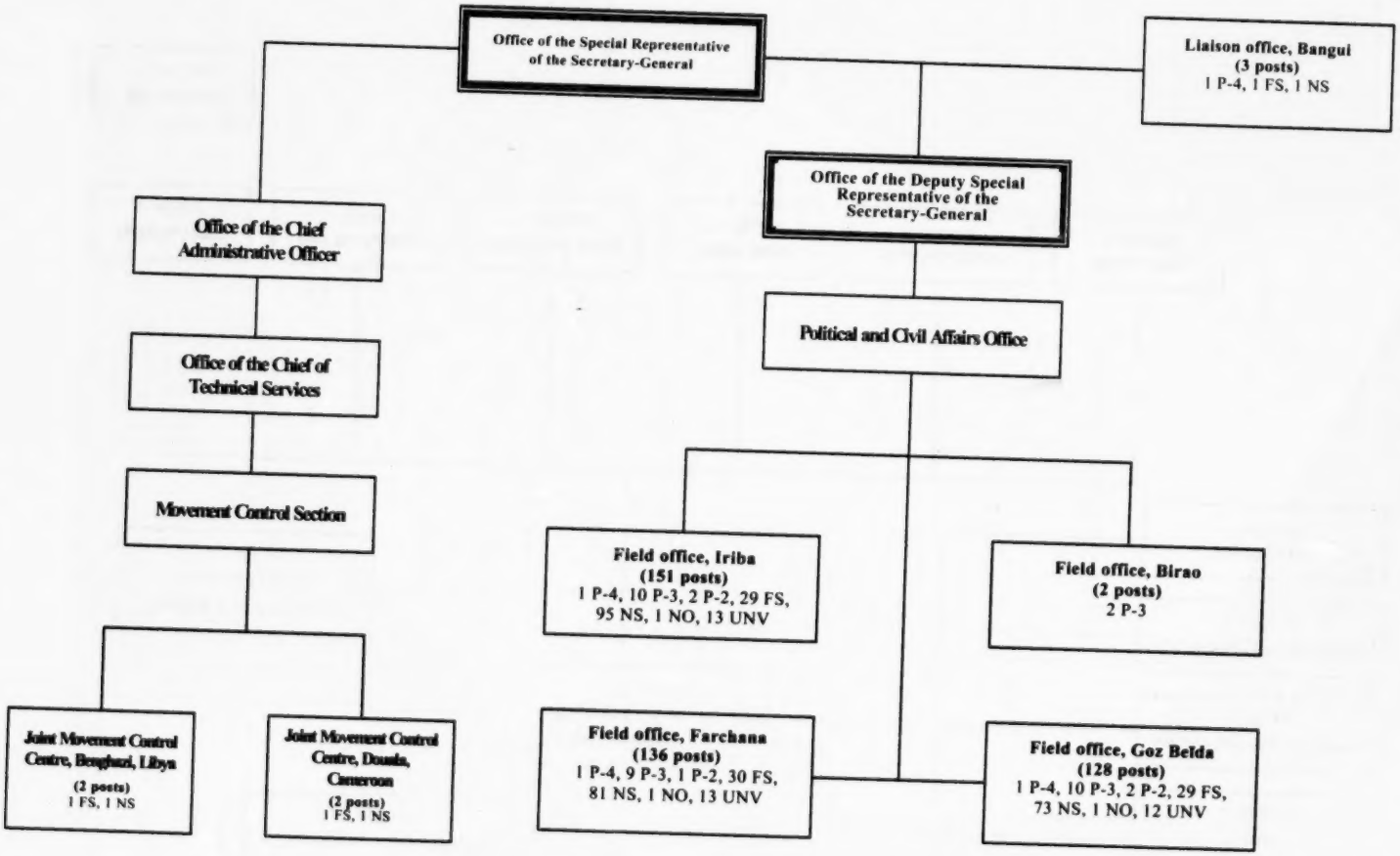
[c] FAO: Food and Agriculture Organization of the United Nations; OCHA: Office for the Coordination of Humanitarian Affairs; OHCHR: Office of the United Nations High Commissioner for Human Rights; UNICEF: United Nations Children's Fund; UNDP: United Nations Development Programme; UNFPA: United Nations Population Fund; UNHCR: Office of the United Nations High Commissioner for Refugees; UNAIDS: Joint United Nations Programme on HIV/AIDS; WFP: World Food Programme; WHO: World Health Organization.

Grand total: 1,278.

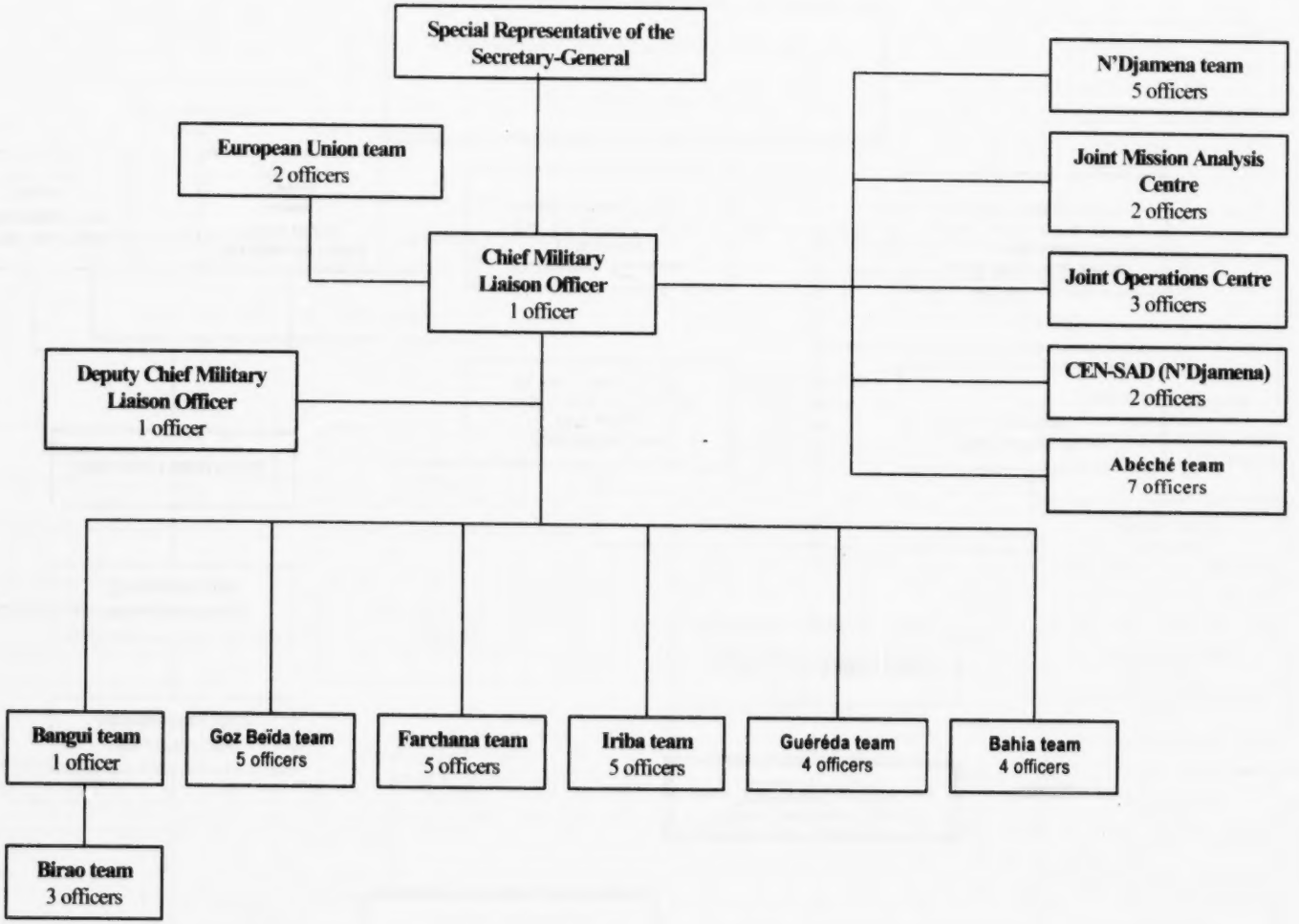
## B. Administrative offices

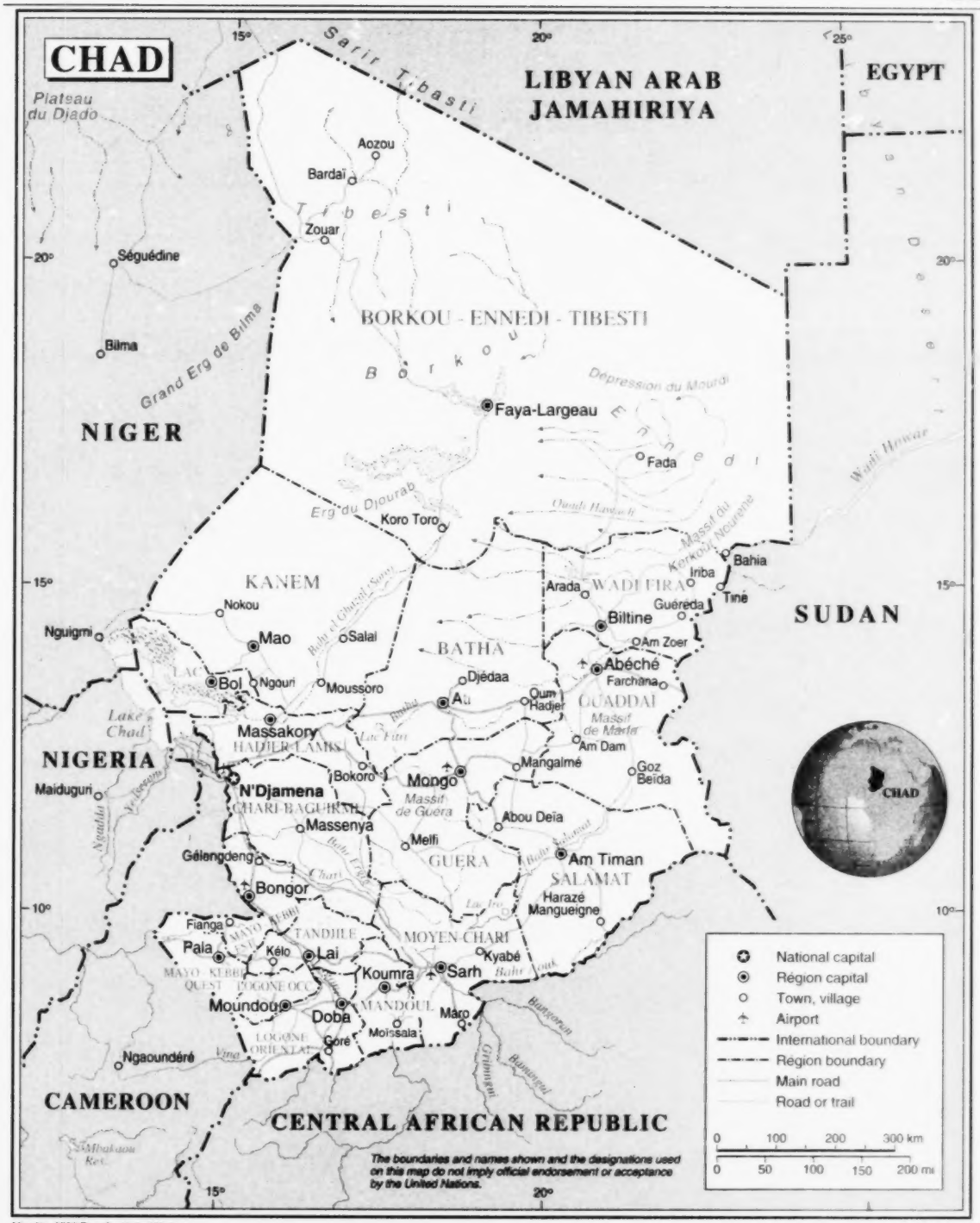

Board of Inquiry Unit
(4 posts)
1 P-3, 1 FS, 1 NS, 1 UNV
Aviation Safety Unit
(3 posts)
1 P-3, 1 P-2, 1 NS
Office of the Chief Administrative Officer
(4 posts)
1 D-1, 1 P-4, 1 FS, 1 NS
Budget Unit
(4 posts)
1 P-4, 1 P-3, 1 FS, 1 NS
Tiger Team[a]
(12 posts)
1 P-5, 2 P-4, 2 P-3, 7 FS
Office of the Chief of Administrative Services
(9 posts)
1 P-5, 1 P-4, 2 P-3, 1 FS, 3 NS, 1 UNV
Office of the Chief of Technical Services
(4 posts)
1 P-5, 1 P-3, 1 FS, 1 NS
Finance Section
(18 posts)
1 P-4, 2 P-3, 1 P-2, 8 FS, 5 NS, 1 UNV
Procurement Section
(13 posts)
1 P-4, 3 P-3, 6 FS, 3 NS
Contracts Management Section
(6 posts)
1 P-4, 1 P-3, 2 FS, 1 NS, 1 UNV
Human Resources Section
(23 posts)
1 P-4, 2 P-3, 9 FS, 7 NS, 4 UNV
Integrated Mission Training Cell
(4 posts)
1 P-4, 1 P-3, 1 NS, 1 UNV
Claims and Local Property Survey Board Unit
(5 posts)
1 P-3, 1 P-2, 1 FS, 1 NS, 1 UNV
Administration of Field Offices
(15 posts)
3 P-3, 3 FS, 9 NS
Geographic Information Services Section
(8 posts)
1 P-4, 1 P-3, 1 P-2, 2 FS, 1 NS, 2 UNV
Medical Services Section
(46 posts)
1 P-4, 5 P-3, 2 FS, 23 NS, 15 UNV
Joint Logistics Operation Centre
(9 posts)
1 P-4, 1 P-3, 2 FS, 3 NS, 2 UNV
Aviation Section
(109 posts)
1 P-4, 14 P-3, 2 P-2, 56 FS, 36 NS
Communications and Information Technology Section
(100 posts)
1 P-4, 4 P-3, 43 FS, 33 NS, 19 UNV
Engineering Section
(118 posts)
1 P-4, 8 P-3, 1 P-2, 31 FS, 32 NS, 45 UNV
Movement Control Section
(50 posts)
1 P-4, 1 P-3, 13 FS, 24 NS, 11 UNV
Supply Section
(29 posts)
1 P-4, 2 P-3, 7 FS, 13 NS, 6 UNV
Property Management Section
(24 posts)
1 P-4, 2 P-3, 9 FS, 11 NS, 1 UNV
Transport Section
(95 posts)
1 P-4, 2 P-3, 12 FS, 60 NS, 20 UNV

## C. Liaison, field and satellite offices


Office of the Special Representative of the Secretary-General
Liaison office, Bangui
(3 posts)
1 P-4, 1 FS, 1 NS
Office of the Deputy Special Representative of the Secretary-General
Office of the Chief Administrative Officer
Political and Civil Affairs Office
Office of the Chief of Technical Services
Movement Control Section
Field office, Iriba
(151 posts)
1 P-4, 10 P-3, 2 P-2, 29 FS, 95 NS, 1 NO, 13 UNV
Field office, Birao
(2 posts)
2 P-3
Joint Movement Control Centre, Benghazi, Libya
(2 posts)
1 FS, 1 NS
Joint Movement Control Centre, Douala, Cameroon
(2 posts)
1 FS, 1 NS
Field office, Farchana
(136 posts)
1 P-4, 9 P-3, 1 P-2, 30 FS, 81 NS, 1 NO, 13 UNV
Field office, Goz Beida
(128 posts)
1 P-4, 10 P-3, 2 P-2, 29 FS, 73 NS, 1 NO, 12 UNV

## D. Military liaison group






Map No. 3788 Rev. 7 United Nations
November 2007

Department of Field Support
Cartographic Section